



Vision 2020: City of Nogales General Plan





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Prepared for:

City of Nogales
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Nogales, Arizona

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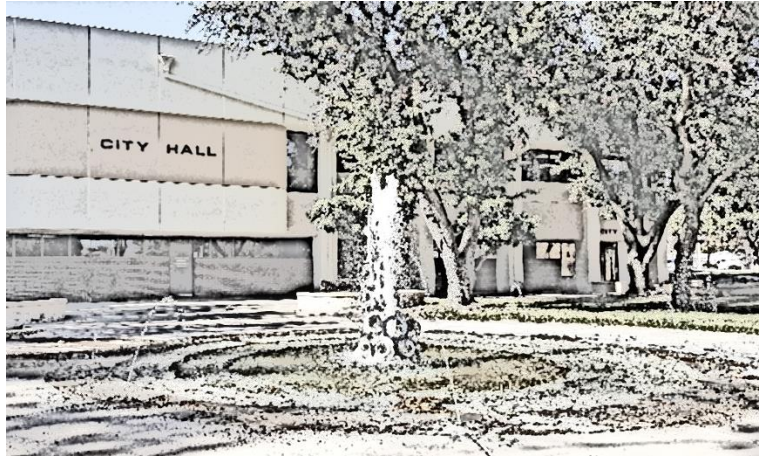
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Other General Plan Documents

- *Vision 2020: Nogales General Plan Executive Summary*
- *Nogales General Plan Background and Current Conditions*
- *General Plan 3-page Summary*



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City Hall, Nogales, Arizona

Mayor and Council

Arturo Garino, Mayor
Esther Melendez-Lopez, Councilwoman
Hector Bojorquez, Vice Mayor
Joe Diaz, Councilman
Jorge Maldonado, Councilman
Dr. Marcelino Varona, Councilman
Nubar Hanessian, Councilman

Planning and Zoning Commission

Jose A. Agostini, Chair
Jesus Lorenzo Marquez, Commissioner
Jesus M. Gomez, Commissioner
Miguel Lopez, Commissioner
Oscar Santacruz, Commissioner

City of Nogales Department Directors

Alejandro Barcenas, Public Works Director
Danitza Lopez, Library Director
Micah Gaudet, Housing Director
Jeffery Sargent, Fire Chief
Juan Guerra, City Engineer
John E. Kissinger, Deputy City Manager
Leticia Robinson, City Clerk
Marcel Bachelier III, Parks and Recreation Director
Michael Massee, City Attorney
Roy Bermudez, Chief of Police
Samuel Paz, Planning and Zoning Director

Consultant Team

Maria Masque, Principal-in-Charge/Lead Planner, The Planning Center
Linda Morales, CEO/Owner, The Planning Center
Brian Underwood, Planner/GIS, The Planning Center
Daniel Bradshaw, Landscape Architect, The Planning Center

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Adopted August 5, 2020



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INTRODUCTION AND OVERVIEW

Nogales, Arizona, is a progressive city that has been able to maintain its small-town charm, rich traditions, and vibrant culture. The city is the county seat for Santa Cruz County and shares its rich heritage with Nogales, Sonora, its sister city in Sonora, Mexico.

Known in O'odham as *Nowa:l*, the name "Nogales" is derived from the Spanish word for "walnut" or "walnut tree." It refers to the large stands of walnut trees which once grew abundantly in the mountain pass between Nogales, Arizona and Nogales, Sonora. Walnut trees can still be found around the city.

In 1841, a land grant from the Mexican government to the Elias family established *Los Nogales de Elias*. In 1880, Russian immigrant Jacob Isaacson built a trading post at present-day Nogales. The U.S. Postal Service opened the Isaacson Post Office but renamed it as Nogales in 1883.

International Gateway

Located in Santa Cruz County along Arizona's southern boundary, the City of Nogales, Arizona, borders Nogales, Sonora, Mexico, and is Arizona's largest international border town. Nogales, Arizona, is a major international gateway along the United States-Mexico border. Due to the International Border, Nogales is the economic capital of the region and serves as one of the major gateways into the United States. Tourism is an important industry in the area. Visitors cross the border between both cities for site-seeing and shopping on a daily basis.

Strategic Location

Arizona is ranked first in the nation in projected job growth and economic growth prospects, and Nogales is the #1 Port of Entry in the entire Southwestern United States. Nogales is a great place to do business, providing great weather, great people, and a strategic location. As Arizona's International Gateway and the county seat and economic heartbeat of Santa Cruz County, Nogales is safe, friendly, accessible and open for business. With beautiful weather year-round and limited threat of humidity, inventory and equipment will be kept operating with little energy costs needed.

The Ambos Nogales binational region is Mexico's gateway to Arizona and the entire Western United States. Its strategic location allows companies to enjoy the advantages of accessing two labor forces, two tax systems, and two governments.



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In terms of logistics, companies in this region can utilize the Mexican ports of Guaymas. Stopping in Nogales, containers, and products are shipped throughout North America. In terms of workforce, companies can utilize wage structures in Ambos Nogales to make their operations cost competitive.

Ambos Nogales

Nogales, Arizona and Nogales, Sonora form a single, functional and complex urban fabric in which some members of the same family may live on the United States while others may reside in Mexico, creating a sense of fluidity that impacts all aspects of life, including culture, language, heritage, character, identity, context, environment and economy.

In the same manner, both cities are located in the *Ambos Nogales Watershed*, sharing similar environmental opportunities and constraints such as water quality, runoff patterns and high-risk erosion areas, making it difficult to produce quality assessments without understanding the myriad ways in which these two communities are integrally connected and interdependent. Planning efforts along the border require decision-making at the international, federal, state and local levels.

Ambos Nogales was once an easy, friendly and relaxed two-nation border town. The urban fabric is now separated by an international border, yet still Ambos Nogales remains heavily reliant on each other. Ambos Nogales continue to share their families, cultures, heritages, characters and identities. The economy of Ambos Nogales is strongly intertwined. Being a community member in Ambos Nogales provides a unique opportunity to learn the languages, cultures and traditions from both Mexico and the United States.

There is a distinctive flow of people, cultures, businesses, goods and ideas characteristic of a binational economy that makes Ambos Nogales unique. Members of Ambos Nogales, as well as tourists from both nations, frequent both sides of this international border creating an influx zone that is fluid and supports a natural constant movement from one side to the other much like the ebb and flow of waves on the shore.



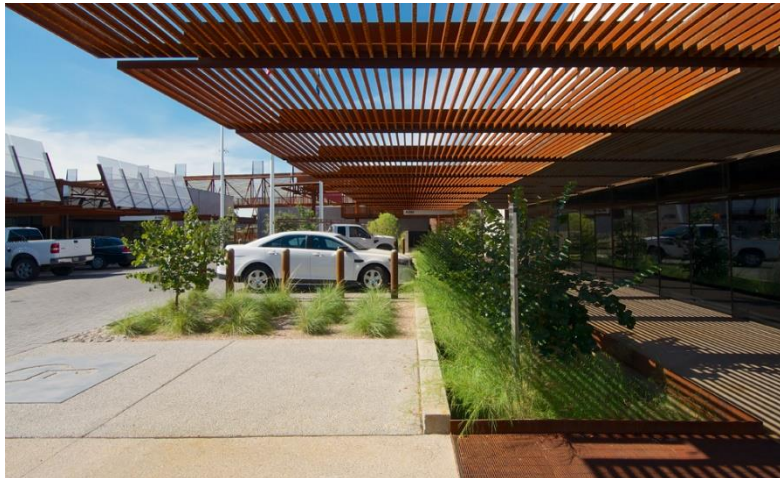
"The border is what joins us/Not what separates us."
Alberto Ríos, Arizona Poet Laureate
Native of Nogales, Arizona



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International & Regional Context

An international border community on the United States and Mexico Border, Nogales, Arizona is located approximately 70 miles from Tucson, Arizona and 180 miles from Phoenix, Arizona. Nogales provides easy access via major interstate highway systems (East-West I-8, I-10, I-40 and North-South I-19) and it is served by thirty-nine major interstate trucking lines. Overnight trucking services are available to Los Angeles, San Diego, Las Vegas, Phoenix, El Paso, and Albuquerque. The southern terminus of Interstate 19 is located in Nogales at the United States-Mexico international border; the highway continues south into Mexico as Mexico Federal Highway 15. Exhibit 1 shows international and regional context.



La Mariposa U.S. Port of Entry, Nogales, Arizona

International Ports of Entry

The City of Nogales is Arizona's main international gateway into the United States and Mexico. The United States Department of Homeland Security operates a Service Port, the Dennis DeConcini Port of Entry (POE), on Grand Avenue, the Morley Gate pedestrian POE, and La Mariposa POE. La Mariposa POE is the 4th busiest port in the U.S. It is also Arizona's largest commercial port and premier port of entry. A state-of-the-art facility, La Mariposa is LEED Gold certified.

Local Context

The corporate boundary of Nogales encompasses a total of 20.8 square miles. Nogales, Arizona, is bordered on the north and east by unincorporated Santa Cruz County land, on the west by Coronado National Forest, and on the south by Nogales, Sonora, Mexico. Exhibit 2 shows local context.

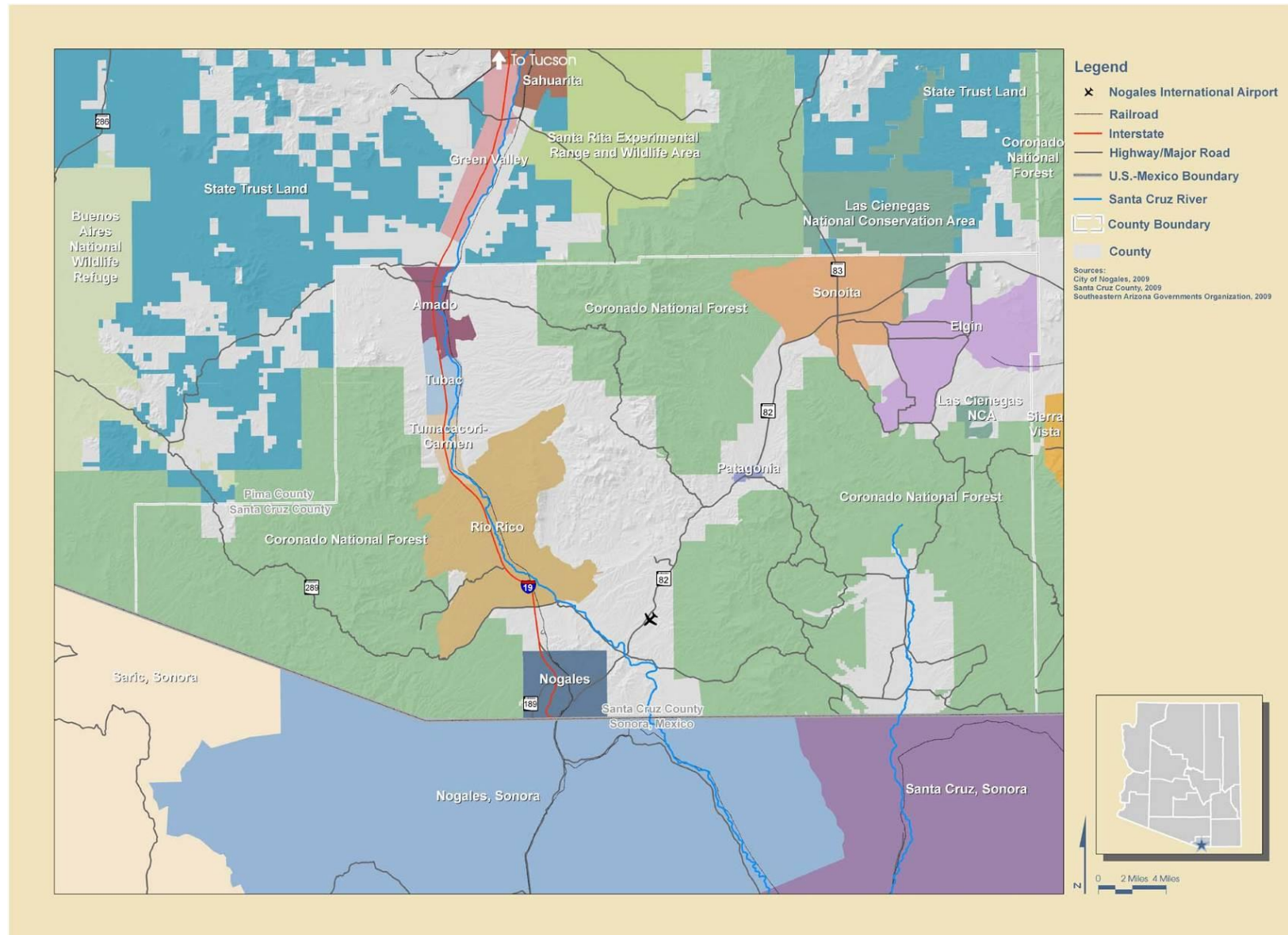
Nogales, Arizona, Designated Growth Area

For the purpose of this General Plan, the Nogales Ultimate Boundary or Designated Growth Area extends to the Santa Cruz River on its eastern edge and includes the Nogales International Airport and Kino Springs. On the north, it extends to the Rio Rico/Interstate 19 Intersection; on the west to the Coronado Forest boundary and south to the international US/Mexico border. The airport region is currently served by the City of Nogales water utility company. Exhibit 3: shows the Nogales Designated Growth Area.



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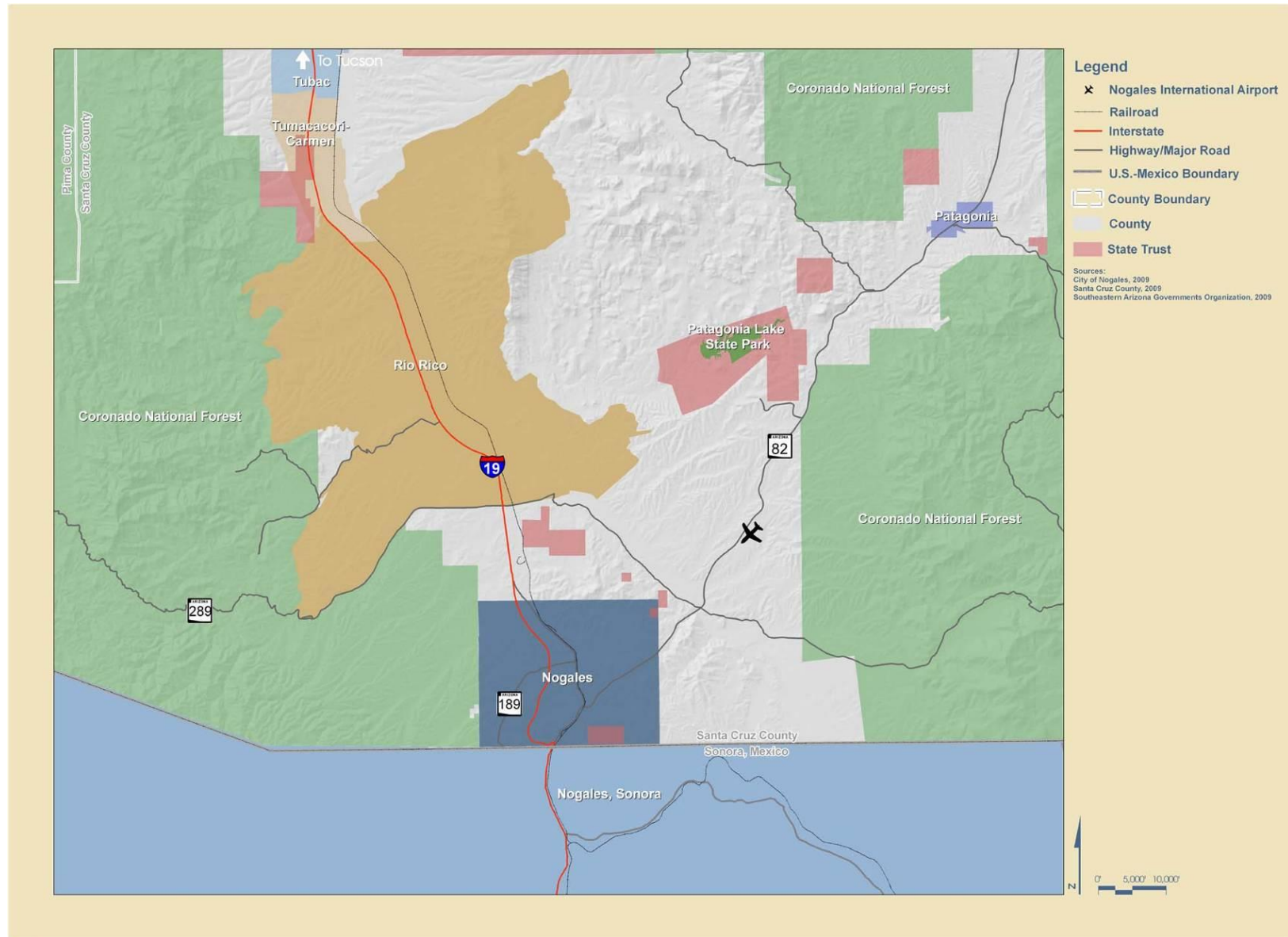
EXHIBIT 1: INTERNATIONAL AND REGIONAL CONTEXT





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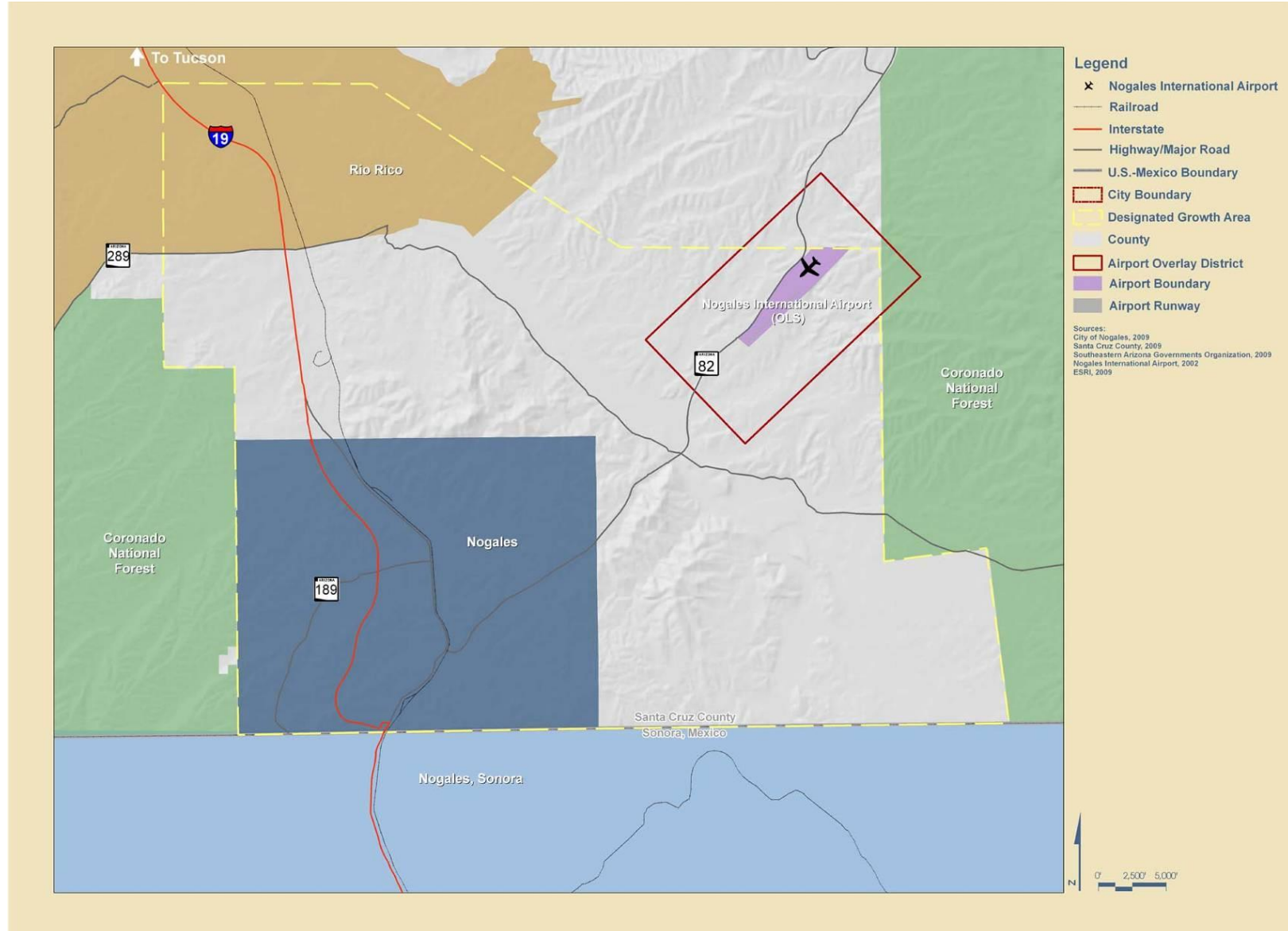
EXHIBIT 2: LOCAL CONTEXT





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EXHIBIT 3: NOGALES DESIGNATED GROWTH AREA





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The number of people that cross the Nogales port of entry on a daily basis is higher than the number of people that arrive daily at the Los Angeles Airport (LAX) or Chicago O'Hare Airport. Entrepreneurs in Nogales, Arizona, have responded to this opportunity by creating a unique binational economy that capitalizes on the number of pedestrians that visit Morley Avenue, responding to its location in a strategic manner.

Although Ambos Nogales provides unique economic and cultural opportunities, issues in Nogales, Arizona, are dealt with at the federal, state and local levels. The complex level and hierarchy of decision-makers forces the City to come up with creative solutions to meet these dynamic challenges.

As a premier border community, Ambos Nogales may serve as a model for future border planning efforts. There has never been a time in Nogales' history in which so many people, governmental entities, and international countries have been looking on its border.

The General Plan

The City of Nogales General Plan is the roadmap guiding development and redevelopment within the City. This planning tool includes the vision of the community, a thorough analysis of opportunities and challenges, the policy framework guiding development within the *Designated Growth Area* and the implementation strategies necessary to implement the plan.

The General Plan serves as a guide for appointed and elected officials in the evaluation of proposals for development and redevelopment, in the identification of capital improvements projects, and in the development of more specific studies. It includes background data and current conditions and provides a policy framework for the refinement of existing implementation tools such as the zoning ordinance and the subdivision regulations. It also defines all the administrative and monitoring mechanisms necessary to administer and manage the General Plan as well as all implementation strategies needed to implement the General Plan.

General Plan Legislative Framework

Arizona Revised Statutes (ARS) 9-461.06 requires that all municipalities in Arizona update their existing general plan every ten years. Such updates ensure that the general plan complies with all applicable requirements included in Arizona Revised Statutes 9-461.05. The Arizona Revised Statutes also require the Town to submit this adopted General Plan to the voters for ratification. *Vision 2020: The City of Nogales General Plan* complies with all applicable Arizona Revised Statutes.



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Conformance with this Policy Plan

Within the context of this General Plan, the term “development” is used in the broadest sense to include new construction as well as infill, redevelopment and/or expansion of existing development as well as all City and/or developer-initiated development plans. Planned Area Developments or master planning efforts must further the policy direction provided in all Elements of this General Plan.

The General Plan Organization

The General Plan document consists of three volumes. This Executive Summary, provides a summary of the 2020 General Plan. The *Policy Plan* volume serves as the regulatory document guiding development and includes the community vision, guiding principles, goals, policies and implementation measures. The Plan Administration and Implementation Element included in this document serves as the administrative tool to manage, monitor and implement the General Plan. The *Background and Current Conditions* technical report contains all pertinent analysis supporting this *Policy Plan*. The *Background and Current Conditions* volume takes a comprehensive look at the physical, regulatory, demographic, socioeconomic and fiscal issues impacting development within the City. A 3-page summary providing a quick snapshot is also available.



Summarizes

Executive Summary
(Serves as a marketing tool)



Analyzes

Background & Current Conditions
(Technical Report)



Directs

Policy Plan
(Vision, Goals, Policies, Strategies)



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Previous General Plan Efforts

The first City of Nogales General Plan was adopted in 1992. In 2002, an update of the General Plan was undertaken and subsequently named “The City of Nogales General Plan Update 2020”. This general plan update was not approved by the voters during the 2003 General Election. The City of Nogales General Plan also referred to as Ambos Nogales adopted in 2011 was approved by the voters and constitutes the last update to the City’s General Plan.

General Plan Intent

Prepared in conformance with all applicable requirements provided in the Arizona Revised Statutes (ARS) Title 9, Article 6, Section 9-461.05, the Nogales General Plan seeks to provide a model for border city planning through meeting the City’s challenges and opportunities while supporting the creation of a shared Ambos Nogales vision that meets the needs of both sides of the border and further strengthens its binational economy. This General Plan is created to provide specific guidance for Nogales, Arizona that not only supports Ambos Nogales but also continues to further the rich culture, tradition, identity and economic base of Ambos Nogales as a unique place to live, work, learn, visit and be among friends.

Accomplishments Since 2011

A variety of efforts aiming at revitalizing Nogales downtown, including adaptive reuse and historic preservation have taken place since the adoption of the previous General Plan. The Bowman Senior Residences, a Senior 62 and older community, opened in March of 2016. The project preserved the exterior façades of the historic Bowman Hotel located in downtown Nogales close to shopping centers and restaurants. Bowman Senior Residences is a 48-unit community consisting of one bedroom one bath apartments for low-income seniors.





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Planning Approach

An integrated planning process is necessary to meet the unique needs of the community and resolve controversial issues. As part of this approach, the community engagement program supports community needs and includes outreach strategies designed to increase community participation.

This planning approach embraces practical urban design with marketable, innovative ideas owned by the community. By understanding the roles and needs of community members, major stakeholders, elected officials, and public agencies, Nogales creates a shared vision.

Benchmarking

Also referred to as "best practice benchmarking" or "process benchmarking", it is a process used in planning and urban design, in which the community evaluates various aspects of their processes in relation to best practices, usually within comparable communities. This process strengthens the planning process by allowing community members to see what has been successful in similar communities.

Analysis of Opportunities and Challenges

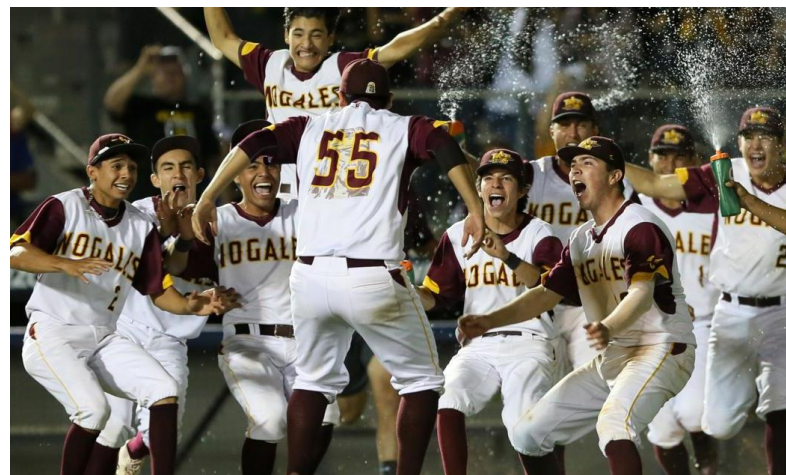
This includes a thorough analysis of physical, demographic, socio-economic and regulatory opportunities and constraints impacting development within the Designated Growth Area, (DGA) such as hydrology, topography, zoning and airport noise contours. It also incorporates an overview of socioeconomic and demographic conditions impacting development within the DGA.

Market and Economic Trends

An assessment of local, regional, state, national and global market and economic trends assists the planning process in strategically formulating a goals and policies that can be implemented to allow the community to gain advantage of current and predicted market and economic trends.

Community Visioning

Provides an opportunity for major stakeholders, residents, business owners, potential investors and developers to create a successful partnership in describing what they would like their community to be in the future. It culminates in the preparation of the Vision Statement that will guide development within the City.





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Planning Process

The General Plan planning process involves five basic steps:

- The collection and analysis of pertinent data concerning the physical and socio-economic characteristics of the area, which has been accomplished through the preparation of this *Background and Current Conditions* technical report. Although not an adopted document with legal status, it provides the foundation and basis for the formulation of the General Plan;
- The preparation, coordination and facilitation of an all-inclusive *Community Involvement Program*;
- The formulation of a vision statement for future growth and development;
- The preparation of guiding principles, goals, policy framework and implementation measures that serve as the road map for future development; and
- The implementation of the General Plan is accomplished through the preparation, adoption and execution of the Implementation Plan.



General Plan Update Planning Process



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Community Engagement Process

The policy framework provided in this General Plan serves as the road map for development within each growth area, infill/redevelopment area, and planning area. Such policy framework balances the needs, desires and recommendations of the residents, businesses, major stakeholders, organizations, and decision-makers expressed throughout the planning process of Vision 2020. It also builds on the efforts completed during the previous General Plan adopted and approved by the voters in 2011, which included the **State Historic Preservation Office (SHPO) Design Charrette** and the **Nogales General Plan Design Charrette**.

SHPO Design Charrette

From April 23 through 26, 2009, a historic preservation and urban design planning charrette was held in Nogales, Arizona. This charrette process included historic preservation specialists, planners and urban designers. The purpose of the charrette was to identify and address a variety of complex issues impacting the redevelopment, revitalization and historic preservation of the Nogales historic downtown or urban core. This charrette encouraged planners and preservationists to create a collaborative policy that would guide preservation actions in concert with comprehensive planning objectives for Ambos Nogales.

As the State Historic Preservation Office, SHPO is responsible for the identification, evaluation and protection of Arizona's prehistoric and historic cultural resources. The SHPO staff represented various areas of expertise, including history, prehistoric and historic archaeology, historic architecture, and grants and management. The design Charrette was sponsored by The Civic Town Plan Charrette Program, which has pioneered the use of the Charrette to emphasize the relevance of the local historic preservation program within the larger context of comprehensive planning. In Nogales, the resulting civic plan defines historic preservation as a strategy of community and economic development. This strategy is incorporated in the policy framework of this General Plan.



Ambos Nogales Civic Planning Vision, SHPO Design Charrette, April 2009



Paseo de Los Nogales, General Plan Design Charrette, April 2009



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Vision 2020

Nogales is a rediscovered gem. As part of an international downtown, Ambos Nogales, its vibrant, urban, compact, walkable historic downtown core exudes civic pride and functions as a mixed-use art district with an integrated work force, adequate affordable housing and thriving businesses. This core includes a strong retail base, restaurants, services, plazas with outdoor performance space, art galleries, art studios and cafés. Nogales offers well-defined pedestrian-scaled streets and buildings to live, work, play, shop, learn, grow, celebrate, and perform.

The established suburban neighborhoods, excellent schools and new development connect to the downtown core via El Paseo de Los Nogales. This multimodal spine provides bicycle and pedestrian connectivity to all of the City's planning and growth areas, the adjacent Coronado National Forest, the Santa Cruz River Corridor, planned and existing parks, open spaces and recreational areas.

Nogales' unique character and clustered personality responds to its geography, topography and scenic natural setting. It supports active, healthy lifestyles, capitalizes on its natural resources and bi-national economy, takes advantage of clean energy sources (solar and windmills) and operates under healthy community principles.

Nogales' rich history, heritage, traditions and amenities include the community services necessary to nurture a viable community that benefits from its strategic location at the U.S./Mexican border, attracts visitors, artists, film industry, historians, businesses, technology and innovation, industry and distribution that take advantage from Ambos Nogales' skilled work force.

The City benefits from the strong leadership and personnel necessary to develop and maintain successful partnerships lobby, attract funding, and implement the General Plan. Nogales is a center for higher education, state-of-the-art full-service medical facilities, heritage tourism, eco-tourism, industry and employment, and border research, innovation and technology.

These synergies offer Nogales full competitive advantage and positions Ambos Nogales as the Premier Border Community in the US/Mexico border, inspiring other border communities to follow our leadership.





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General Plan Guiding Principles

The guiding principles supporting the General Plan vision and guiding each element of the General Plan are summarized in this section.

Growth Management

Manage growth to support a thriving community with healthy people, healthy economy and healthy environment by aligning infrastructure expansion, economic development, and land use decisions within the City of Nogales established growth, redevelopment and infill planning areas and the Designated Growth Area identified in the Growth Areas Element.

Land Use

Continue to support a flexible land use approach that promotes the synergies, partnerships and strategies necessary to attract: a variety of housing types affordable to all income ranges, high-wage employment; revenue generating retail, restaurant and service industry in an appropriate scale to each planning area; film industry, theater and the performing arts; public education and higher education; comprehensive medical services; hotel and hospitality services; and compact mixed-use development where appropriate.

Economic Viability

Continue to take full advantage of the City of Nogales strategic location as Arizona's Premier Port of Entry in the U.S./Mexico border, its thriving bi-national economy, supporting trade, commerce, technology, innovation, travel and tourism, established and potential local, regional, state and international partnerships and Nogales natural and historical resources to support Nogales as an economic stronghold.

Transportation/Circulation

A safe, efficient, multimodal 21st Century transportation network including transit, shuttle, street car, vehicular, pedestrian and bicycle modes addresses the specific access and mobility needs of each planning area, provides access to people with different access and mobility needs and serves as the unifying element providing connectivity to the urban fabric and reducing the existing isolation of the different areas of the City.

Cultural Heritage

The City of Nogales has a unique and extensive patrimony of historic and arts resources that already creates a strong "sense of place" and is a fundamental and irreplaceable asset on which Nogales can build its future. Protection, enhancement and preservation of this patrimony is essential to the prosperity and welfare of the City of Nogales.

Housing

Derive the housing policy of the City of Nogales from a concrete assessment of the existing housing data and characteristics to ensure that the City provides a diversity of housing types affordable to all income ranges. Housing policy should recognize the fact that good housing is the building block of excellent neighborhoods and those excellent neighborhoods are the building blocks of great communities.

Parks, Recreation, Trails and Open Space

Develop an integrated opens space, parks, recreation and trail system that provides connectivity to El Paseo de los Nogales, the Juan Bautista De Anza Historic Trail, and local and regional attractions such as the Coronado National Forest and the Santa Cruz River Corridor. As part of this effort, prepare a Parks, Recreation, Trails and Open Space Master Plan



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Environmental Stewardess

Improve the sustainability of Nogales by reducing the carbon footprint, promoting clean air, promoting energy efficiency, resource and water conservation, supporting the environmental infrastructure of the region and preserving Nogales' wildlife corridors, habitats, washes, groundwater, open space and mountain views.

Public Facilities and Community Services

Provide the needed infrastructure (roadway system, water, sewer, solid waste collection/recycling, stormwater management) public facilities (parks, recreation, library) public services (police, fire, EMS) community services (strong education and health care system) and communication technology needed to support the current and future populations and economic development efforts.

Cost of Development

Ensure that new development pay its fare share of infrastructure costs needed to support such development.

Energy

Improve the sustainability of Nogales by reducing the carbon footprint, promoting energy efficiency by incorporating passive and active solar in construction and by supporting solar and wind energy farms where feasible and appropriate.

Community Character, Identity and Sense of Place

New development includes design features that further the vision of Nogales. These features include gateways at major entrances to the City, planning area definition, landscape amenities and pedestrian-scaled streetscapes, and overall beautification, a trail system that incorporates linear parks providing multi-use path connectivity to all planning areas and functioning as recreational amenities that enliven the sense of place of Nogales.





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General Plan Elements

The Nogales General Plan complies with all applicable requirements of the Arizona Revised Statutes and includes the following elements:

1. Growth Areas Element
2. Land Use Element:
3. Economic Development Element (New)
4. Transportation and Circulation Element
5. Cultural Heritage and Historic Element
6. Housing Element
7. Parks, Recreation, Trails and Open Space Element
8. Environmental Planning Element
9. Water Resources Element:
10. Public Facilities and Services Element (new)
11. Cost of Development Element
12. Energy Element (New)
13. Administration and Implementation Element:





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General Plan Elements Content

The content of each element is provided below:

1. Growth Areas Element: This element identifies the major growth, redevelopment and infill areas within the Nogales Designated Growth Area, provides the tools for growth management and includes direction for development within major planning areas.
2. Land Use Element: Includes land use patterns, densities and intensities for each major planning area.
3. Economic Development Element: Provides an integrated economic development strategy designed to strengthen Nogales as Arizona's Premier Port of Entry and take advantage of the binational economy of Ambos Nogales to promote healthy growth.
4. Transportation and Circulation Element: Provides the policy framework for access management, multimodal transportation, circulation and connectivity.
5. Cultural Heritage and Historic Element: Includes policy direction for preserving Nogales' cultural heritage to celebrate culture, history and aesthetics and supports heritage tourism as an economic development strategy.
6. Housing Element: Provides the policy framework to include housing at a range of densities that is affordable for all income levels and workforce and includes guidance for improvements of the existing housing stock.
7. Parks, Recreation, Trails and Open Space Element: Includes the policy direction for open space, parks, recreation, and trails. This element also provides guidance for conserving significant natural resources, establishing a regional trails system that provides connectivity to the Paseo de los Nogales, the De Anza Trail and other existing local and regional trail networks.
8. Environmental Planning Element: Ensures that growth and development balances the natural and build environment by protecting and preserving natural resources, including open space, wildlife habitats, natural washes and floodplains. This element integrates resource management policies, addresses energy conservation, recycling, and air and water quality, and supports eco-tourism as an economic development strategy.
9. Water Resources Element: Assists in maintaining water quality and providing an adequate supply of water to existing and future uses based on supply and demand of potable and non-potable water. This element recognizes water as a critical resource in achieving sustainability.
10. Public Facilities and Services Element: Provides policy direction for infrastructure, public facilities and services owned and operated by the City.
11. Cost of Development Element: Includes policy direction for the identification of funding mechanisms to serve existing and future development.
12. Energy Element: Includes additional policy for energy conservation, and the supply of alternative clean energy as an economic development strategy.
13. Administration and Implementation Element: provides all the administrative and implementation mechanisms for administering and implementing the General Plan.



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Healthy Community Principles

This General Plan incorporates the latest healthy community principles and best practices to help the City become a destination in which its community members can live, work, learn, grow, and play while ensuring a balance of its environment, economy, society, cultures and technology for future generations. Vision 2020 integrates healthy community principles in the policy framework included in the *Policy Plan* volume.

Healthy People

A healthy community is a place where individuals can work, live, learn, grow and play, providing connectivity, access and mobility for all transportation modes (pedestrian, bicycle, transit, vehicular) to parks, trails, recreation, open space, services, amenities and commerce and supporting active and healthy lifestyles. A healthy community provides a variety of community services and programs designed to protect, support and sustain healthy people, including access to a thriving local food system.

Healthy Environment

Creating a healthy community that balances economic, social, cultural, environmental and technological resources to ensure the quality of life desired begins with the assessment of environmental resources. Such assessment provides the foundation for healthy development and balances natural resources and the built environment.

Healthy Economy

Establishing a revenue generating and vibrant mixed-use economic base that capitalizes on providing opportunities for the development of a strong retail/services base, historic cultural district, employment, and on supporting a healthy economy in which residents can live, work, learn, grow, play and age is the hallmark of a healthy community. These opportunities will allow the community to achieve the quality of life desired.

As the high-technology and biotechnology market sectors expand their influence, great attention has been given to creating work environments for it. Such industry employs highly trained professionals who desire environments that are attractive, enriching, convenient, walkable and safe.

Nogales' position on the international border creates additional incentives for companies to locate within its City. This type of industry represents a key economic development strategy for the City and the region. Attraction of employers paying livable wages paired with workforce training increases the quality of life of the community.



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Ambos Nogales

The Juan Bautista de Anza National Historic Trail starts in Nogales. Anza began recruiting settlers and soldiers in the Spring of 1775.

The name Nogales predates the arrival of the Gadsden Purchase Boundary Survey party. In his report Lt. N. Michler speaks of visiting the commissioner in the "pretty little valley of Los Nogales," saying that the camp was near Los Nogales itself. On July 21, 1855 newspapers reported that the American and Mexican Boundary Commissions were encamped permanently in Los Nogales, eight miles from Calabasas on the road to Magdalena, Mexico.

The official name for the camp was Monument. To eliminate any further doubt about this location, the *Weekly Arizonan* (April 21, 1859) may be quoted "Monument or Nogales Rancho." Nogales Ranch was in Nogales Pass through which the railroad would later lay rails beside Nogales Wash. The ranch was a stage station and livestock center.

On the Williamson-Robert map of 1868 it was called Dos Nogales and lies on the border adjoining the route from Tubac south into Mexico. In the late 1870s, plans were completed for the railroad to be built northward from Guaymas to the border and southward in the United States with the two to meet at Nogales Pass. A rush started as people tried to be a part of what was expected to be a border boom town. At first Calabasas was so envisioned. Many went there but a few others went a little further south. Among them was Jacob Isaacson (b. Dec. 9, 1853, Gulding Russia; d. Dec 29, 1928), an itinerant peddler who for the preceding five years had moved around in Arizona. He constructed a small store and warehouse straddling the international boundary line. A small settlement of tents, rude shacks and adobe rose around his store. The budding settlement was called Isaactown. Two years after Isaacson arrived, he helped as the final silver spike for the railroad was driven home.

Meanwhile, an adjacent community known as Line City was developing on the international boundary and the railroad line. Mexicans called the location Villa Riva. Apparently, no one believed that Line City should be a permanent name, for the citizens were asked to select a name. As the railroad station was called Nogales, the citizens petitioned to have the post office name changed from Isaactown to Nogales. With the railroad work completed, a business lull fell on the small border community and Isaacson, a business man to his marrow, moved on to Mexico City. He died in Detroit.

Arizonans refer to the twin cities of Nogales as *Los dos Nogales*, the two Nogales and more recently the twin cities are referred to as Ambos Nogales. From its beginning as a box car road station and a community of one or two stores, tents and a few mud huts, Los dos Nogales grew into large, prosperous attractive cities. Nogales, Arizona, is the county seat for Santa Cruz County.¹

¹ Barnes, Will C.; Granger, Byrd (ed.) *Arizona's Names : X Marks the Place* Falconer Pub. Co.: distributed by Treasure Chest Publications, c1983. P. 437



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History of Nogales

Nogales, Arizona, a crossroads community for a thousand years, has a unique history. The name Nogales comes from the Spanish word "walnut". Walnut trees once grew abundantly in the mountain pass between Nogales, Arizona and Nogales, Mexico. The information compiled in this section summarizes the complexities of such intricate history.²

Thousands of years ago, before European explorers ever dreamed of sailing across the Atlantic, Nogales was part of a migratory path and trade route much later called El Camino Real (The King's Highway). Much later, regiments of armor-clad Conquistadors forayed north along this very valley in quest of precious metals and gems.

In 1775-76, Juan Bautista De Anza led some 240 men, women, and children on an epic journey to establish the first non-Native settlement at San Francisco Bay. Today, the 1,200-mile Juan Bautista de Anza National Historic Trail connects history, culture, and outdoor recreation from Nogales, Arizona, to the San Francisco Bay Area. Today missions built by the Spanish colonials still dot the valley's landscape.

As one travels south along Interstate 19, one notices the valley narrows. At the narrowest point is Nogales. In the 1800s, ranchers in the area were besieged by Apaches raiding herds of well-fed cattle.

The Elias land grant of 1841 for the Rancho Nogales de los Elias predates the Gadsden Purchase also called Treaty of La Mesilla dated 1853. Ambos Nogales grew on the Elias Grant. Significant changes begin with the Gadsden Purchase in 1853. This year marks the beginning of the commercialization of the area.

After 1854, Nogales grew from a ranching industry base to a commercial center with mining (1854-1910), a military post (1910-1932) and general commerce, which blooms from the 1900s to the present. A historic chronology of the city progresses from ranching industry (c.1854) to produce industry (1905), to retail commercial trade (c.1920) and to the maquiladora era (1969). Although mining and the cattle industry substantially declined in modern times, all other commercial enterprises continue to thrive today.

The City of Nogales was incorporated in 1893. During the same year, the first mayor, James Mix, was appointed. During the 1900s the federal government created a 60-foot strip along the U.S. side of the border to clear buildings and structures that were built up to it. This action defined the international border.

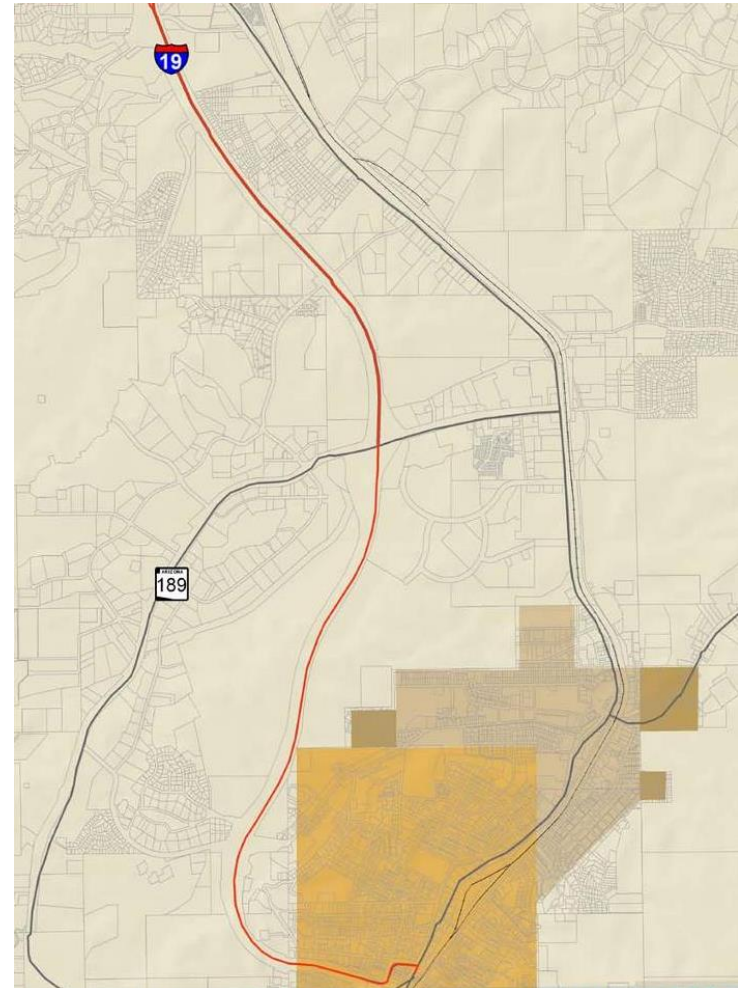
² Information provided by Nogales-Santa Cruz Chamber of Commerce, 2009 the City of Nogales and Pimeria Alta Historical Society, 2009.



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Nogales Annexation History

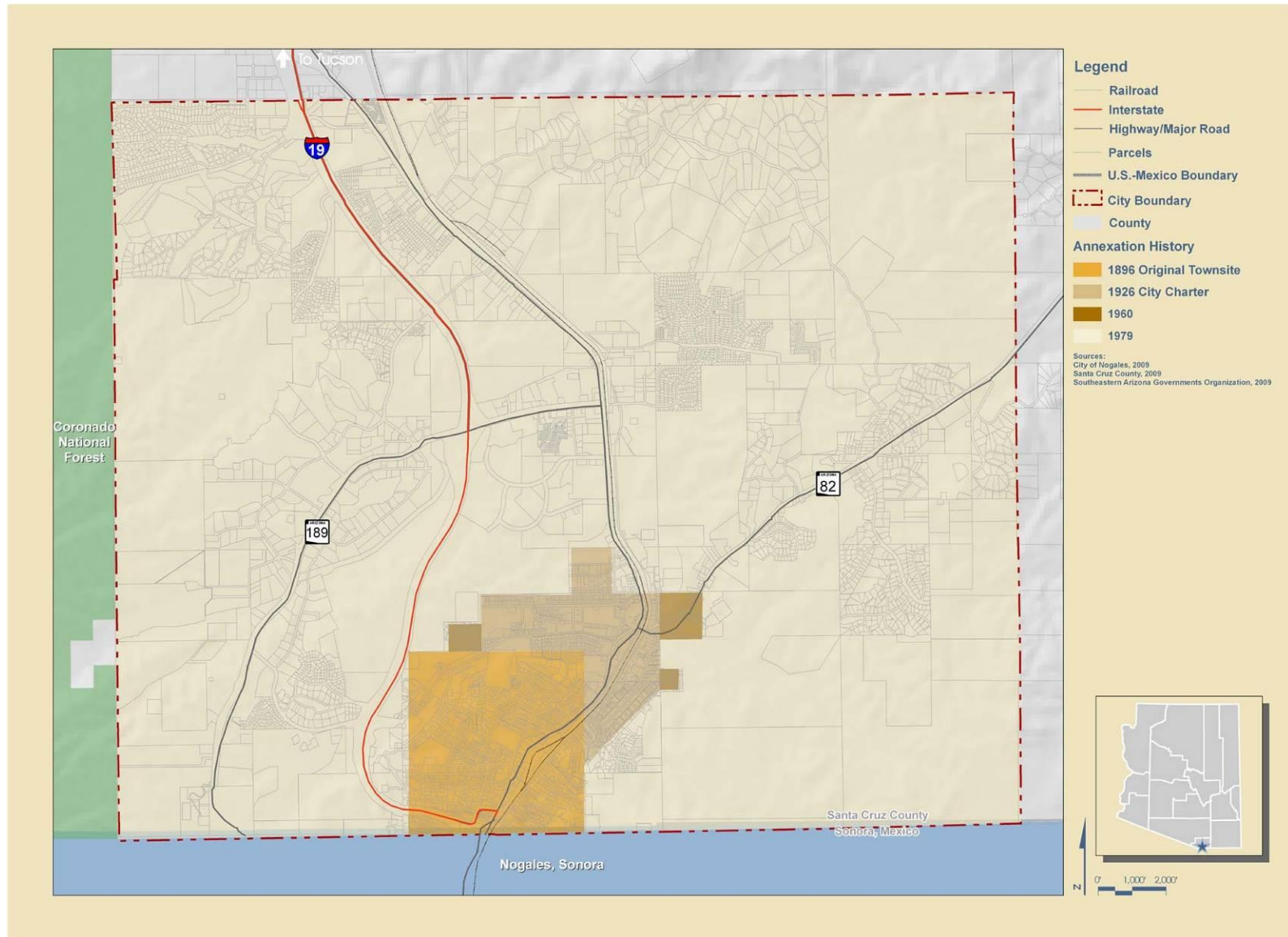
In 1896, Henry Flipper petitioned the United States government for clear title to one square miles for the City of Nogales. In 1898, that clear title was received and thus the Original Townsite of 1 square mile was established. The City Charter was adopted under Mayor Duane Bird, extending the boundary of the City to 2 square miles. In the 1960s, three annexations added a combined 60 acres to the City. In 1979, the City was annexed to its current boundary of 20 square miles (see Exhibit 4: Annexation History).





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EXHIBIT 4: ANNEXATION HISTORY





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Opportunities and Challenges Summary

The General Plan *Background and Current Conditions* technical report available separately includes thorough analysis of physical, social, demographic and socio-economic opportunities and challenges. This section summarizes those findings.

Nogales' weather is a national attraction. Nested in close proximity to the Coronado National Forest, Nogales is one of the greenest cities in Southern Arizona with access to scenic views and excellent bird watching and biking opportunities. These facts make the City a destination for eco-tourism and outdoor recreation.

Located along Arizona's southern boundary, the City of Nogales, Arizona, borders Nogales, Sonora, and is Arizona's largest international border community. Nogales, Arizona, is a major international gateway along the United States/Mexico border. Due to its location at the international border,

Nogales is the economic capital of the region and serves as one of the major gateways into the United States.

The physical location of Nogales, Arizona, along the US/Mexican border and its rich history and strong ties with its sister city, Nogales, Sonora, makes the City a premier border community that serves as a model for future border planning efforts. There has never been a time in Nogales' history in which so many people, governmental entities, and international countries have been looking on its border.

The people of *Ambos Nogales* have thrived on establishing creative business niches that capitalize on their international border location, and include industry, produce distribution, commerce, technology and innovation, retail sales on Morley Avenue, cultural heritage tourism and ecotourism.

The City evolved into a distinct historic urban core with suburban areas radiating from this core. Today, Nogales serves as a major distribution hub with the largest distribution of produce in the winter months. Tourism and commerce are important industries in the area. Visitors cross the border between both cities for site-seeing and shopping on a daily basis.

The \$213 million modernization and expansion of the nation's fourth-busiest land port of entry, La Mariposa, resulted in the development of a facility that received LEED® Gold certification. Completed in 2014, the new facility enables US Customs and Border Protection (CBP) to more effectively perform their mission to secure the Southwest border while facilitating travel and trade. Continuous improvements to ensure safe, efficient and convenient border crossing are sought after.

La Mariposa International POE supports additional economic development opportunities for western Nogales. It also provides an opportunity to capture pass-through traffic and improve residents' quality of life through reinvestment in downtown Nogales as a revitalized mixed-use destination designed to attract visitors to the area. In addition to its local and regional benefits, Nogales, in the capacity of Arizona's premier port of entry, will play a key role in the economic recovery of the state or Arizona and of the nation after the COVID-19 pandemic.



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The number of pedestrians that cross the pedestrian Nogales port of entry on a daily basis has typically been higher than the number of people that arrive daily at Los Angeles Airport (LAX) or Chicago O'Hare Airport. The business people in Nogales, Arizona, take advantage of this opportunity by creating a unique binational economy that capitalizes on the number of pedestrians that visit Morley Avenue, responding to its international border location in a strategic manner. Creating a mixed-use historic downtown core will make the area more livable and more attractive to visitors and sustain the long-range livability and economic vitality of the City.

The revitalization strategy requires a land use mix that supports revenue generation and includes retail, specialty shops, mixed-use, workforce housing, employment, technology and innovation, arts and culture and resource conservation in a thriving historic setting.

Although Ambos Nogales provides unique environmental, economic and cultural opportunities, issues in Nogales, Arizona, are dealt with at the federal, state and local levels. The complex level and hierarchy of decision-makers forces the City to promote creative solutions to meet these dynamic challenges.

Nogales addresses "big city" problems with a "small community" budget. With a population of approximately 21,000, its roadway system gets the wear and tear of a large metropolitan area like Phoenix and counts with small city funding and resources to address these. The *Background and Current Conditions* technical report of this General Plan enumerates and examines the complex issues impacting growth management in the City of Nogales. Its location along Arizona's southern boundary, bordering Nogales, Sonora, Mexico, presents additional opportunities and challenges for the City's future growth.

Nogales, Arizona and Nogales, Sonora form a single, functional and complex urban fabric with a constant flow between *Ambos Nogales*, creating a sense of fluidity that impacts all aspects of life, including culture, language, heritage, character, identity, context, environment and economy. Planning efforts along the border require decision-making at the international, federal, state and local levels.

In the same manner, both cities are located in the *Ambos Nogales Watershed*, sharing similar environmental opportunities and constraints such as water quality, runoff patterns and high-risk erosion areas, making it difficult to produce quality assessments without understanding the myriad ways in which these two communities are integrally connected and interdependent.

The Nogales Wash and Union Pacific Railroad run through the middle of Nogales, presenting unique connectivity challenges but also offering opportunities. The Nogales Wash, now a channelized riverbed, is currently seen as a blemish, providing a sharp contrast with Nogales' beautiful natural landscape and rolling hills.

Redevelopment of this wash into El Paseo de Los Nogales can help unify disjointed areas of the City and enhance Nogales' environmental setting and circulation while providing connectivity and additional recreational amenities for the residents and visitors of Nogales. The City's ongoing partnership with the Arizona Department of Transportation (ADOT) will support connectivity, access and mobility efforts.

The Union Pacific Railroad runs parallel to the Nogales Wash. At various times throughout the day, the train blocks traffic from Downtown's Morley Avenue and the residential development of Monte Carlo to the rest of Nogales. This presents a safety issue since emergency vehicles are not able to reach certain areas during these times. It also presents connectivity issues for the residents and businesses alike, impeding access to businesses, shoppers, and students and faculty at the schools located in the vicinity. The continued communication between the City and the railroad may provide additional economic development opportunities for Nogales and for Union Pacific while supporting safe crossings.



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An opportunity exists to explore the feasibility of an additional US/Mexico port of entry and railroad connection within the eastern portion of the Nogales Designated Growth Area. Representatives from the *Instituto Municipal de Investigación y Planeación de Nogales, Sonora*, prepared a strategy to develop *Puerta de Anza*. The *Instituto* is working with major stakeholders in Nogales, Sonora, and is seeking support from Nogales, Arizona. *Puerta de Anza* is located east of the DeConcini port of entry in proximity to the Santa Cruz River. This master plan calls for a variety of uses that include commercial, residential and industrial uses on the Mexican side. An opportunity exists to take advantage of this effort in the Nogales, Arizona side to strengthen the binational economy of Ambos Nogales and of the region.

The Department of Transportation (DOT), in partnership with the Arizona Department of Transportation (ADOT), and the transportation agency serving Nogales, Sonora, Mexico, funded a regional border master plan that addressed all of the state's border transportation needs, including existing, planned and proposed projects and demand for additional ports of entry. The City of Nogales participates in this type of regional border master planning efforts. In addition, the City continues to work closely with ADOT on the proposed I-11 Nogales/Wickenburg segment.

The City of Nogales faces a pressing need to balance public infrastructure projects and economic development strategies within a framework that coordinates and anticipates infrastructure needs and updates with planned and existing development while taking advantage of the opportunities offered by Nogales' location at the US/Mexico border and the presence of the Union Pacific Railroad.

This *Policy Plan* provides the framework necessary to overcome the multiplicity of challenges, maximize the opportunities, increase the long-term viability of the City, secure the fiscal vitality of Nogales and support the state of Arizona post COVID-19 economic recovery efforts.

Growth, infill and redevelopment area delineation is based on each area's opportunities and challenges, specific needs, and availability of developable land. The next step is to identify specific growth management strategies designed to promote the long-term viability of each area while weighing in the built and natural environments. The long-term viability of the City requires implementation tools and public/private partnerships that take into consideration these complexities.

This General Plan responds to legislative mandates by creating a broader policy framework that more fully recognizes the complexities of the City of Nogales. Within this framework, public investment decisions regarding infrastructure and other capital facilities, redevelopment, and revitalization can be phased and pursued in a citywide context. This effort allows for greater recognition and understanding of the implications of such decisions.

This General Plan is premised on the existing and projected population growth of the City. It also takes into consideration the need to attract new economic development opportunities to ensure the fiscal viability of Nogales.

The policy framework directs development within each growth area, infill/redevelopment area, and planning area, and balances the needs, desires and recommendations of the residents, businesses, major stakeholders, organizations, and decision-makers expressed during the public engagement process.

Nogales preferred alternative continues to be a policy driven, integrated and flexible General Plan. This place-based approach fosters the high quality development desired by the community. Such approach builds on local and regional assets and entrepreneurial leadership by focusing on the community's "triple bottom line" of economic, environmental and social returns on investments.



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Growth Areas Element

This Growth Area Element sets the framework necessary to provide a solution to overcome the multiplicity of challenges, maximize the opportunities, increase the long-term viability and secure the fiscal vitality of Nogales.

Growth, infill and redevelopment area delineation is based on each area's opportunities and challenges, specific needs and availability of developable land. The next step is to identify specific growth management strategies designed to promote the long-term viability and sustainability of each planning area while weighing in the built and natural environments. The long-term sustainability and vitality of the city requires implementation tools and public/private partnerships that take into consideration Nogales' complexities.

This element identifies areas suitable for growth, economic development and infrastructure expansion or improvements. These growth areas are designed to support the anticipated growth of Nogales and new large-scale development, including residential, retail, office, commercial, tourism-oriented and industrial uses.

Based on Safe-by-Design and healthy community principles, this Growth Areas element includes goals, policies and implementation strategies designed to support Nogales as Arizona's "Premier International Port of Entry." This element takes into consideration Nogales' entrepreneurial spirit, the City's strategic location on a bi-national border, its bi-national economy, and the City's ongoing relationship with the Department of Homeland Security (DHS) to:

1. Solidify the City's position as a premier center for commerce and international trade in the Canada/Mexico (CANAMEX) corridor;
2. Assist the State of Arizona in post COVID-19 pandemic economic recovery;

3. Use the railroad to the City's benefit for ancillary industry and border trade;
4. Revitalize downtown as an attractive, mixed-use historic urban core that capitalizes on the Dennis DeConcini and the Morley Gate ports of entry;
5. Take full competitive advantage of the Mariposa Port of Entry by supporting POE strategies that promote faster crossing times;
6. Create the employment and retail base needed to secure the long-term fiscal vitality of the City;
7. Provide a safe and efficient multimodal transportation system that includes fully integrated ports of entry, vehicular, transit, pedestrian and bicycle modes;
8. Conserve significant natural resources and open spaces while taking full advantage of eco-tourism opportunities;
9. Support the phased infrastructure expansion and updates required to serve the existing and anticipated growth of the City and its floating population of 55,000;
10. Promote the public and private construction of timely and financially sound infrastructure expansion through the use of infrastructure funding and financial planning that is coordinated with development activity; and
11. Identify, pursue and secure grants and other funding sources to successfully implement this General Plan.

This Growth Areas Element responds to legislative mandates by creating a policy framework that recognizes the complexities of the City of Nogales. Within this framework, public investment decisions regarding infrastructure and other capital facilities, redevelopment, and revitalization can be phased and pursued in a citywide context. This element is premised on the existing and projected population growth of the City. It also takes into consideration the need to attract new economic development opportunities to ensure the long-term fiscal viability that will make Nogales a sustainable border city.



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The policy framework directs development within each growth area, infill/redevelopment area, and planning area, and balances the needs, desires and recommendations of the residents, businesses, major stakeholders, organizations, and decision-makers expressed during three major public engagement processes: the State Historic Preservation Office (SHPO) Design Charrette, the Nogales General Plan Design Charrette and the Unified Nogales Santa Cruz County Transportation Plan.

Nogales Major Planning Areas

Rather than utilizing a piecemeal, pre-mapped land use approach that attempts to predict future developments, the citizens of Nogales have chosen a preferred alternative; to plan the future of the City through an integrated, flexible place-based approach that fosters the high quality development desired by the community. Such approach builds on local and regional assets and entrepreneurial leadership by focusing on the community's "triple bottom line" of economic, environmental and social returns on investments.

In addition to promoting existing revenue sources and the more traditional economic development concepts, the preferred alternative embraces emerging industries, and incorporates eco-tourism, cultural and heritage tourism, technology and innovation, a regional approach to recreation, alternative energy sources, and green/clean industry.

The mass, scale, height and feel of new development must be compatible with or enhance the character of adjacent development and must reflect the goals and intent of the planning area. In lieu of precise land use boundaries, this allows the General Plan to respond to changing market conditions. This preferred alternative defines criteria and design intent based on the characteristics that are unique to each major planning area.

This further assists developers, reviewing staff and decision makers by providing a consistent tool designed to streamline the review process and provide flexibility, while ensuring that new development will further the community vision of recapturing Nogales' charm.

Major planning areas provide the framework necessary to formulate the land use policies and economic development strategies that will support the vision of Nogales and assist in the implementation of this General Plan. Each of these areas presents a set of unique characteristics, opportunities and challenges. Based on the analysis provided in the *Background and Current Conditions* volume, this Growth Area Element identifies eleven (11) major planning areas.

Each of these major planning areas presents unique opportunities for development, redevelopment and infill. See Exhibit 5: City of Nogales Major Planning Areas and Exhibit 6: City of Nogales Designated Growth Boundary Major Planning Areas. The Land Use Element provides the specific policy direction for development within these major planning areas.

The major planning areas within the Nogales Designated Growth Area conform to the following criteria:




1. **Growth Areas:** Areas with large amounts of vacant or developable land located inside the City limits and within the Nogales Designated Growth Area.
2. **Redevelopment Areas:** Areas of the built environment in need of revitalization, historic preservation or redevelopment.
3. **Infill Areas:** Areas of the built environment within the planning areas that have few vacant parcels available for development.

Nogales' major planning areas were established to guide land use patterns, densities and intensities within each area. These planning areas are described in **Table 1**.



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Table 1
Nogales Major Planning Areas

Planning Area	Area Type	Concept
Centro Cultural 	Redevelopment	<p>Comprising the Nogales Urban Core/Historic Downtown and adjacent to Nogales, Sonora, Mexico, Centro Cultural serves as the cultural heart of Nogales. This area includes the Dennis DeConcini and the Morley Gate pedestrian ports of entry and is designated as Nogales' walkable, mixed-used, historic urban core where historic preservation, restoration and redevelopment play a key role.</p> <p>Redevelopment within this area strengthens the City's revenue generating retail base, explores opportunities for mixed-use and identifies programs and funds for the incorporation of an Arts District.</p>
Centro Civico 	Redevelopment/ Infill	<p>Contiguous to Centro Cultural, Centro Civico is located at the heart of Nogales where Grand Avenue and Highway 82 intersect. This intersection separates the four quarters surrounding it, indicating a need for unifying elements. With little parcels available for infill, this area includes government uses such as City Hall, Fleischer Park and retail services. This area functions as the civic center of Nogales. The <i>Unified Nogales Santa Cruz County Transportation Plan 2010</i> identifies a park-and-ride facility in this area. This facility will open opportunities to link Centro Civico, Centro Commercial and Centro Cultural, creating the synergies needed to boost revenue generating retail and service uses within these planning areas.</p>
Centro Commercial 	Infill	<p>Located at the center of Nogales and served by Mariposa Road and Interstate 19, this area includes large, contemporary automobile-scaled retail, the Nogales High School, the County Complex, and some residential uses.</p> <p>Due to its location, Centro Commercial functions as the commerce center of Nogales and provides opportunities for the location of additional automobile-oriented commercial, power centers, auto malls, theater and entertainment, higher density residential and mixed-use development that includes retail and office on the ground floor.</p>



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Table 1
Nogales Major Planning Areas
(Continued)

Planning Area	Area Type	Concept
The Neighborhoods 	Infill	<p>Incorporates the established residential neighborhoods of Nogales, including Vista del Cielo, Monte Carlo, Vinedo Este, Western Avenue, Royal Road Beatus Estates, Crawford Hill, and Valle Verde, as well as schools, parks, recreational facilities and neighborhood commercial land uses.</p> <p>Future development along the edges of the neighborhoods must incorporate appropriate transitions elements such as landscape buffers and density and height transitions to protect the residential character of the established neighborhoods. Activity nodes featuring neighborhood commercial uses serve the adjacent neighborhoods and provide appropriate transitions and connectivity.</p>
Parque Industrial 	Redevelopment/ Infill	<p>Located along I-19 and the I-19 Business/Grand Avenue corridors, this planning area comprises Nogales' existing major industry areas and provides opportunities for additional industry, distribution, warehouses and industry support services.</p> <p>The planned reconfiguration of I-19/Grand Avenue Interchange, the North Grand Avenue/Tucson Nogales Highway corridor and the Old Tucson Road realignment improvements open opportunities for corridor commercial uses with a strong definition of the public realm along Grand Avenue and the development of El Paseo de Los Nogales along this corridor, creating an inviting corridor that provides seamless continuity from the Grand Avenue gateway area to Nogales historic downtown.</p>



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Table 1
Nogales Major Planning Areas
(Continued)

Planning Area	Area Type	Concept
Mariposa International Commerce and Industry Park 	Growth	<p>This modern, high-tech industrial park area incorporates opportunities for additional industry, state-of-the-art packing and distribution centers, assembly/manufacture, technology/innovation, business incubators, corporate campuses, alternative energy generation (solar/wind), and other major employment centers requiring proximity to the international border.</p> <p>This growth area takes advantage of its proximity to Arizona's Premier Port of Entry and the nation's third-busiest land port of entry, La Mariposa, and provides visitors, tourists, truck drivers and the community with a diversity of highway-oriented commerce, industry support services, and hotels/hospitality uses along Highway 189 corridor.</p>
Mariposa International Gateway 	Infill	<p>The \$213 million modernization and expansion of the nation's third-busiest land port of entry, funded primarily by ARRA, was built to achieve LEED® Silver certification for its use of energy-efficient technologies. The Pacific Rim's goal is to offset 20% of the facility's energy consumption with solar power produced on site.</p> <p>The new facility enables CBP to more effectively perform their mission to secure the Southwest border while facilitating travel and trade. Development within the Mariposa International Gateway must comply with all applicable federal requirements.</p>



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Table 1
Nogales Major Planning Areas
(Continued)

Planning Area	Area Type	Concept
Nogales City Gateway 	Interstate 19/Grand Avenue	<p>Numerous transportation and planning efforts have identified the need for gateway enhancements in the vicinity of the I-19 and Grand Avenue entrances to the City of Nogales. The <i>Unified Nogales Santa Cruz County Transportation Plan</i> describes the need for an entrance or gateway feature welcoming visitors and tourists. In addition to enhancing travelers' experience, this gateway area should provide direction to motorist traveling on the highway through the provision of wayfinding directional signs.</p> <p>Creating a memorable entrance to the City, allows visitors to experience a sense of arrival to a destination. Providing information about places and things to do in Nogales, allows the City to recapture a percent of the travelers currently driving through Nogales.</p>
Nogales City Gateway 	Highway 82 Infill	<p>The community identified the Highway 82 entrance to the City as an area in need of enhancement. This gateway should be a less formal version of the main gateway at I-19. It should convey a sense of arrival to a destination and may incorporate an activity node.</p> <p>This activity node may include commercial uses and a small visitor center or information booth. Wayfinding signs as well as dissemination of information about the history of Ambos Nogales, the retail shops at the historic downtown and the opportunities for commerce at Centro Commercial can be provided to visitors, inviting them to explore Nogales.</p>



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Table 1
Nogales Major Planning Areas

(Continued)

Planning Area	Area Type	Concept
Nogales Growth Area	Growth Area	<p>Comprises the major tracts of vacant or undeveloped land within the current city limits of Nogales. To permit greater design flexibility and more creative and imaginative design for development than generally possible under the current zoning and subdivision regulations, proposed large-scale developments within this area require the preparation of a Planned Area Development in conformance to the City of Nogales Zoning Ordinance.</p> <p>This area includes a large tract of environmentally sensitive land owned by the Arizona State Land Department.</p>
Urban Reserve/De Anza Growth Area	Growth Area	<p>Comprises areas outside of the city limits designated as Urban Reserve Areas and located inside the Nogales Designated Growth Area in Santa Cruz County. Proposed developments within this area require annexation prior to submitting a development proposal to the City of Nogales. Annexation process may be concurrent with the preparation of a Planned Area Development (PAD) in conformance with the City of Nogales Zoning Ordinance, provided that a pre-annexation agreement among all the parties involved is memorialized prior to the preparation of a PAD.</p> <p>Development along the Santa Cruz River must be planned in an environmentally sound manner and must include concepts for habitat and wildlife integration. Areas adjacent to the Santa Cruz River are appropriate for river-oriented eco-sensitive development and regional recreational opportunities planned in a cohesive manner and including multi-use trail system, nature study and nature overlook points, eco-tourism, cultural/heritage tourism and habitat integration. The historic De Anza Trail provides opportunity to develop additional regional passive and active recreation along the river corridor. Secondary trails provide east-west connectivity from the historic De Anza Trail to Paseo de los Nogales. Coordination between the City of Nogales, Santa Cruz County and the Santa Cruz River Heritage Alliance for the creation of a regional trail system network that serves as a tool for economic development is encouraged.</p> <p>On the Mexican side of this planning area, current efforts to develop an additional port of entry exist. The City of Nogales benefits from coordinating regional/binational planning efforts with their neighbors in Nogales, Sonora, Mexico.</p>



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Growth Element Goals and Policies

The following goals serve as the foundation for all other elements in the Plan:

Goal 1: Provide growth management guidance for all major planning areas.

Policy 1: All new development within the Nogales Designated Growth Area furthers the policy direction provided in this General Plan.

Policy 2: Include specific policy direction in the Land Use Element for all major planning areas.

Policy 3: Evaluate the short- and long-term implications of annexations.

Implementation Measures:

- a) Require that all development proposals comply with all applicable requirements provided in all the elements of this General Plan as part of the Development Review Process (DRP).
- b) Develop and adopt an annexation policy.

Goal 2: Permit greater design flexibility and more creative and imaginative design.

Policy 1: Require new large-scale development within the Nogales Designated Growth Area to prepare a Planned Area Development in conformance to the City of Nogales Zoning Ordinance.

Implementation Measures:

- a) Update the City of Nogales Zoning Code to include regulations for Planned Area Development.

b) Ensure that all developer or City-initiated Planned Area Developments:

- a. Adhere with all applicable requirements provided in each major element of this General Plan;
- b. Further the development intent of this General Plan; and
- c. Comply with all applicable ordinances and building codes.

Goal 3: Encourage infill of vacant or undeveloped areas.

Policy 1: Encourage infill and reuse of underutilized property in established areas where consistent with the General Plan.

Implementation Measures:

- a) Evaluate current Development Standards for identification of any regulations that are not conducive to infill development.
- b) Provide incentives such as expedited zoning procedures for development of infill areas.
- c) Identify grant and other funding sources for infill development.

Goal 4: Develop a mechanism to monitor and measure General Plan success and manage growth.

Policy 1: Establish a Development Monitoring Plan to evaluate General Plan progress.

Implementation Measures:

- a) Develop, adopt and maintain a Development Monitoring Plan that:
 - a. Balances land use changes and anticipates infrastructure needs;
 - b. Monitors building permit activity and infrastructure improvements;



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- c. Provides a warning system for anticipated services (healthcare, emergency management, fire, police) and infrastructure needed to accommodate projected growth;
 - d. Tracks variances and development applications to identify Ordinance amendments needed to further the Nogales vision outlined in this General Plan; and
 - e. Measures quality of life based on home ownership rates, job generation, and community travel trips.
- b) Require the Planning and Zoning Commission to prepare an annual General Plan Scorecard that:
- a. Summarizes the General Plan implementation progress;
 - b. Reprioritizes the General Plan implementation measures;
 - c. Evaluates priorities for capital improvements; and
 - d. Identifies needed General Plan minor and major amendments.

Annexation Strategy

Annexation is the process by which the City of Nogales may assume jurisdiction over unincorporated territory adjacent to its boundaries. As such, annexation represents a serious step in the overall growth and economic development strategy of the City. In Arizona, annexation requires the consent of the owners of at least one-half of the value of the real and personal property and more than one-half of the property owners in the territory to be annexed. In addition, the consent and action of the City Council is required.

Lands designated Nogales Urban Reserve in Exhibit 6: City of Nogales Designated Growth Boundary Major Planning Areas, included in the Growth Areas Element, constitute the City's Potential Future Annexation Area. Proposed developments in areas designated Nogales Urban

Reserve require annexation and the preparation of a Planned Area Development in conformance with the City of Nogales Zoning Ordinance.

Goal 5: Adopt an annexation strategy that furthers the Nogales General Plan success.

Policy 1: Adopt and periodically update an annexation policy that prioritizes annexation of areas inside the Nogales Designated Growth Area in accordance with all applicable laws.

Implementation Measures:

- a) Adopt and periodically update the City annexation policy to:
 - a. Reflect any changes in State law regarding annexation;
 - b. Ensure the effective distribution of City services;
 - c. Incorporate quality urban development standards;
 - d. Annex property into the City at a zoning density comparable to the density of its current County zoning, as per State law;
 - e. Include a County/City zoning equivalence matrix that facilitates and clarifies the process of annexation;
- b) Prohibit the creation of County enclaves as a result of annexation;
- c) Encourage the annexation of more than one parcel at a time, when feasible and possible;
- d) When a request for annexation is made require the parcels to be annexed to:
 - a. Be adjoining parcels;
 - b. Located in a logical grouping; and
 - c. Provide a continuous City boundary. Preferably, at least one of the parcels shall be contiguous with City property on at least two sides.
- e) When a request is made to annex a given property, the City will initiate discussions with adjoining property owners to encourage



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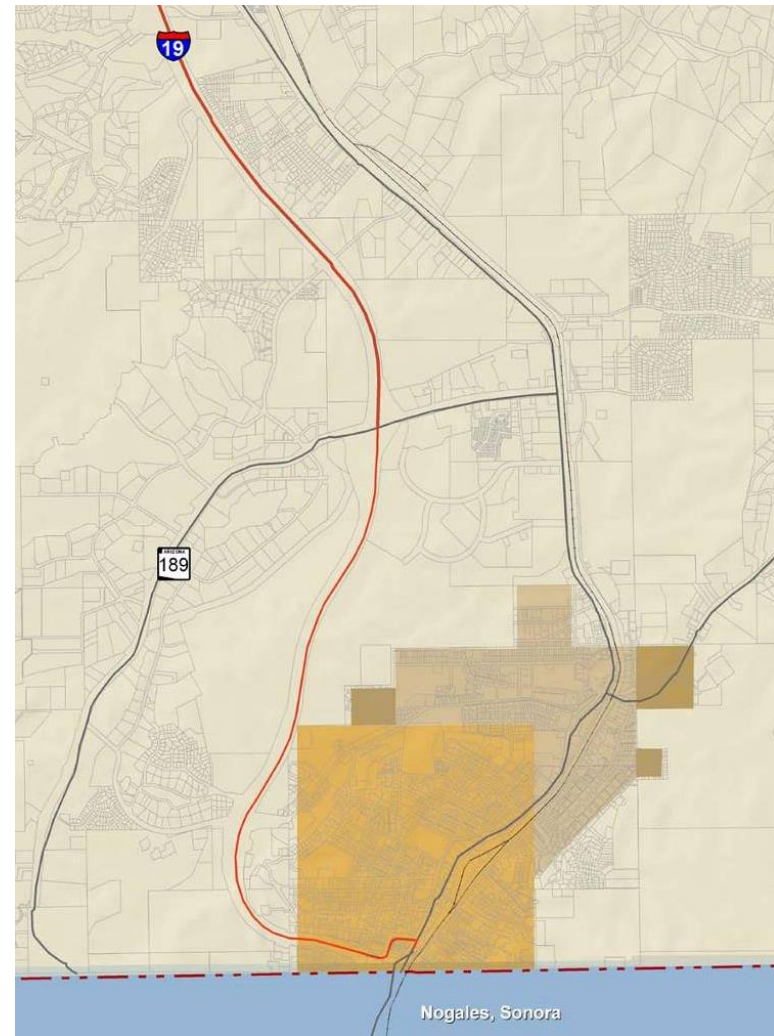
them to annex. However, the City's attempts at annexing adjoining parcels shall not jeopardize the annexation of the requesting parcel, as determined by the City.

- f) Areas designated Urban Reserve inside the Nogales Designated Growth Area, are considered potential annexation areas. Within these areas:
 - a. If the number of properties consenting to annexation is two or more, the City will add additional properties to that annexation with or without the consent of the property owner, provided that such annexation process does not reduce the value of the property being annexed.
 - b. Every attempt will be made to convince the property owner of the benefit of annexing into the City prior to recommending properties be annexed without their consent.
 - c. Annexed properties with existing improvements and uses on the site shall be vested and comply with the development code regulations of the jurisdiction having regulatory authority over the area in which they were originally constructed.
 - d. Following annexation, any construction, expansion or improvements of existing uses on the site shall comply with the current City of Nogales Zoning Code regulations, any applicable Building Codes, and all applicable requirements included in this General Plan.
 - e. In unique circumstances, the City Council may consider an annexation agreement to address certain development standards for economic development and planning purposes.
 - f. In the case of compliance with other City ordinances, the City will work cooperatively with property owners in addressing situations not in compliance at the time of annexation, unless these situations are designated as grandfathered, as determined by the City Attorney.
- g. Properties desiring the use of the City's wastewater treatment system will require annexation. This will help ensure that all properties using the urban infrastructure are part of the urban area providing the service.
- h. An internal Annexation Steering Committee, consisting of representatives from all affected City Departments, shall recommend to the City Manager which areas should be pursued for annexation. The Committee shall meet, at a minimum, on a semiannual basis. Recommendations shall be based on operational and fiscal impacts to the City as well as conditions in the proposed annexation areas.
- i. In an effort to further the intent of City of Nogales Annexation Policy, the City shall make it a priority to proactively pursue and continuously process annexations throughout the year, provided that such annexation:
 - i. Meet all applicable State laws;
 - ii. Further the economic development intent and complies with all applicable requirements provided in this General Plan; and
 - iii. Supports the fiscal viability of the City of Nogales.
- j. The Urban Reserve designation shall be revised every two years to reflect the changing priorities of the City Council.
- k. The City shall make all attempts to annex property either prior or after development of the site.
- l. The City will meet with the County to review any outstanding issues that can be addressed in an Annexation Agreement.



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- m. If the proposed development in the area to be annexed requires a rezoning, a PAD in conformance with the City of Nogales Zoning Code is required. In such case, the Development Review Process for the PAD can run concurrent with the annexation process, provided that an Annexation Agreement memorializing the Applicant, the City and the County commitments, if any, regarding infrastructure needs, applicable fees, and any other requirement deemed applicable is reached prior to the initiation of the PAD process.

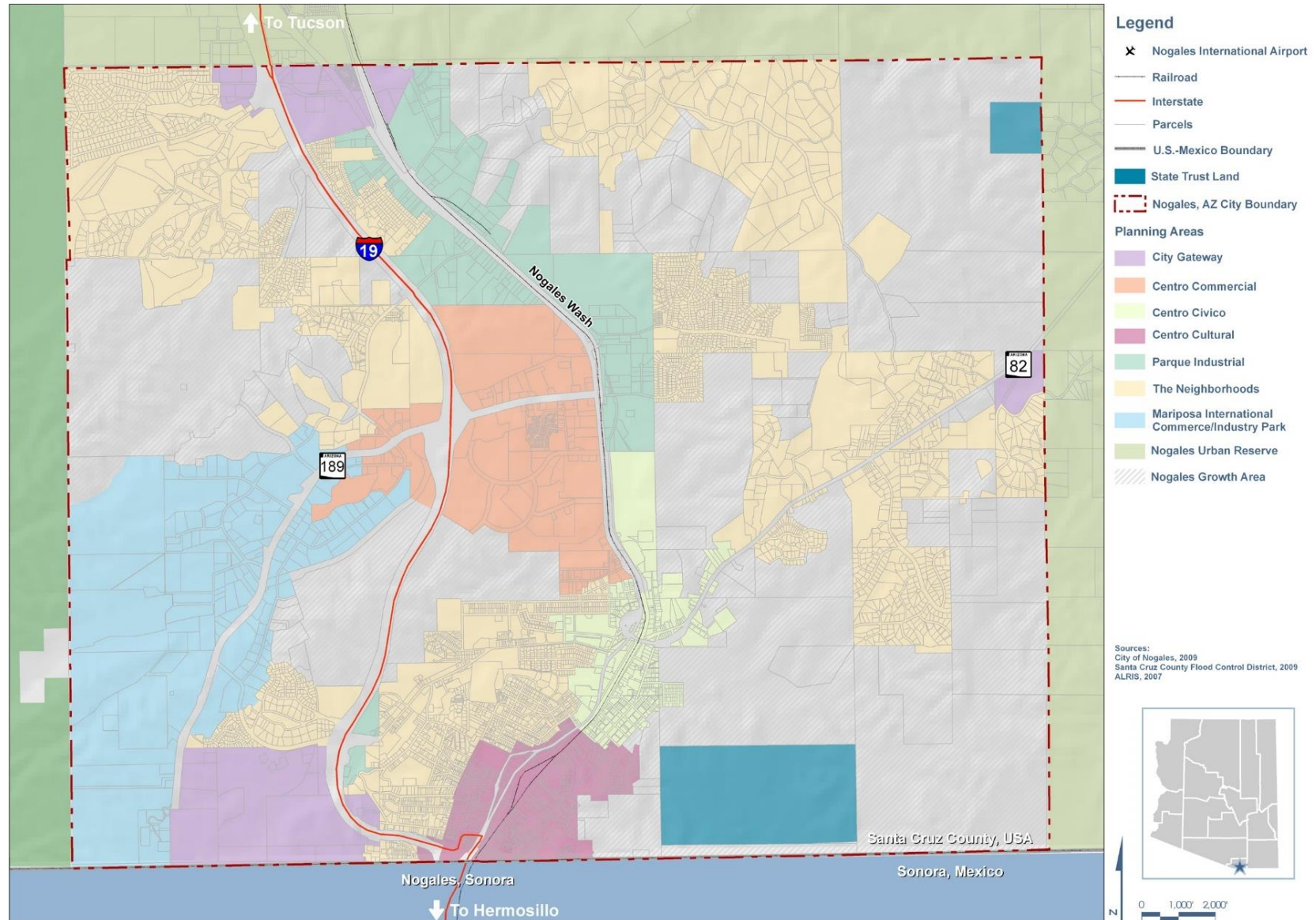


Nogales, Arizona, 1960s Annexation (dark ochre)



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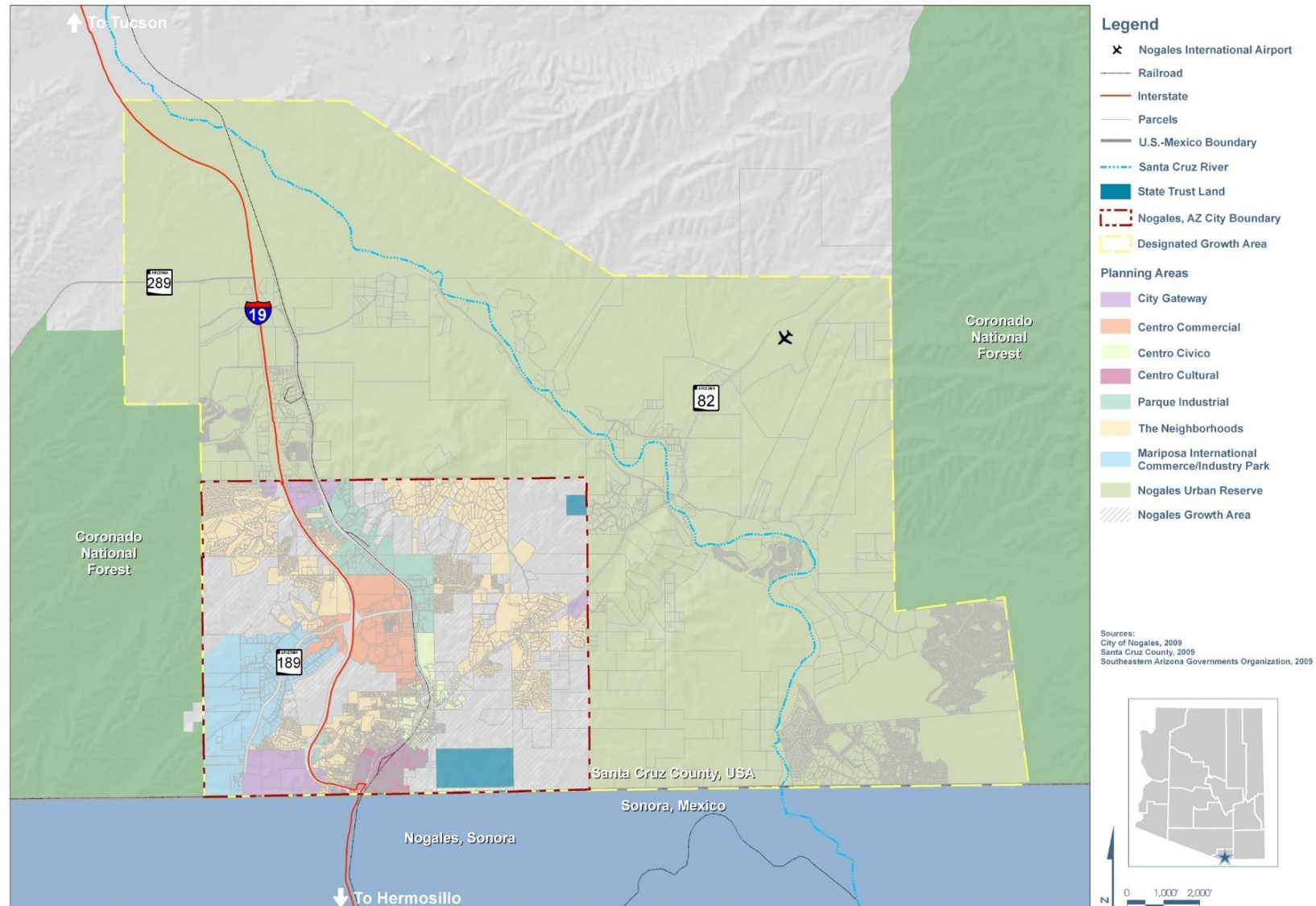
EXHIBIT 5: CITY OF NOGALES MAJOR PLANNING AREAS





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EXHIBIT 6: CITY OF NOGALES DESIGNATED GROWTH BOUNDARY AND MAJOR PLANNING AREAS





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Land Use Element

The purpose of this Land Use Element is to provide a viable approach to the use of land that takes full competitive advantage of Nogales' strategic location in the United States/Mexico border. By maintaining, nourishing and enhancing a thriving binational economy, the City increases the long-range viability of Ambos Nogales. Such approach promotes a healthy, vital and competitive economic climate that takes advantage of the existing skilled workforce, assets, resources, amenities and infrastructure to build capacity and sustain healthy growth. An appropriate mix of land uses include residential, mixed use, retail, services, employment and industry. Development in scale with the character of each area of the City enhances the livability of Nogales.

Based on the analysis of existing conditions summarized in the *Background and Current Conditions* volume and the policy direction established in the Growth Areas Element, the Land Use Element provides an integrative land development strategy to implement the vision of Nogales.

Through numerous transportation, economic development and planning processes, including the previous general plan, the community and major stakeholders identified the need to implement a flexible land use approach that:

1. Responds to changing market forces to ensure the long-term viability of Nogales;
2. Provides a streamlined and consistent development review process;
3. Departs from traditional land use designations by focusing on planning area needs rather than specifying land uses on a map;
4. Directs development by establishing a strong policy framework;

5. Incorporates implementation tools such as Planned Area Development that include flexibility in design while requiring high quality development;
6. Promotes the synergies, partnerships and strategies necessary to attract and expand:
 - a. High-wage employment generating industry;
 - b. Retail, restaurant and service revenue generating industry;
 - c. Film industry, theater and the performing arts;
 - d. Public education and higher education; and
 - e. Comprehensive medical services.
7. Ensures land use compatibility through the establishment of major planning areas and the provision of transitional elements, landscaped buffers and connectivity;
8. Encourage new development to create a mix of housing opportunities that is affordable to all income ranges;
9. Integrates open space, parks, recreation and trail systems to increase connectivity, walkability, bicycle connectivity and promote healthy active lifestyles;
10. Directs mixed-use development to areas that will benefit from it;
11. Furthers the revitalization of Nogales Downtown as a compact, historic, mixed-used central business core; and
12. Addresses the infrastructure, mobility and multimodal access requirements needed to promote circulation throughout the planning area and connectivity to major economic development corridors, including CANAMEX and the I-11 Nogales/Wickenburg segment.

This land use element includes the general policy direction for new development within the City of Nogales. The respective planning area goals and policies provide the specific land use policy direction for each of Nogales distinct eleven major planning areas identified in the Growth Areas Element.



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Land Use Element Goals and Policies

Goal 1: Provide the mix of compact land uses necessary to achieve the desired quality of life and long-term sustainability of the City.

Policy 1: Provide an appropriate mix of compact and compatible land uses within each planning area that support the City's economic development goals, promote quality of life and healthy active lifestyles, and make efficient use of the infrastructure and services needed to support the long-term viability of the City.

Implementation Measures:

- a) Adopt specific policy direction for all major planning areas that includes the mix of land uses necessary to support economic development goals, quality of life, healthy and active lifestyles and the efficient use of infrastructure and services;
- b) Identify planning areas compatible with mixed-use development;
- c) Require that development and Planned Area Developments incorporate integrated open space, parks and trails and foster connectivity, walkability and bikeability to achieve the desired quality of life.
- d) Take competitive advantage of the proximity to the US/Mexico border to attract a higher number of passengers and pedestrians using the Nogales ports of entry by providing a mix of retail, hotel and hospitality, restaurants, arts and culture and entertainment opportunities to strengthen the City's economic base;
- e) Support and expand the City's retail economic sectors through redevelopment efforts and infill development incentives;
- f) Support and expand the distribution, warehousing and industry sectors of Nogales by attracting and providing incentives for this type of development;

- g) Work with the City Parks and Recreation Department to identify land for the expansion of the Nogales Municipal Cemetery to create a memorial park/memorial garden that serves the function of a cemetery and provides opportunities for passive recreation; and
- h) Strengthen existing and develop new public/private partnerships with all applicable Mexican, federal, state, regional and local agencies, chambers of commerce, non-profit organizations, private developers, investors and other stakeholders to market attract and retain the diversity of land uses needed to strengthen the City's economic base.

Goal 2: Increase land use compatibility by protecting and enhancing the character of existing development.

Policy 1: Protect and enhance the character of existing development through the provision of adequate buffers, density/intensity transitions, hillside protection and appropriate grading.

Implementation Measures:

- a) Promote land use compatibility throughout the Nogales Designated Growth Area by implementing all applicable buffers, transition elements and setback requirements;
- b) Require that development plans and Planned Area Developments include site-appropriate land use compatibility techniques such as:
 - a. Clustering higher-density/intensity development to allow for integrated open space;
 - b. Providing trail connectivity and other adequate transition elements along edges adjacent to lower density/intensity development;
 - c. Including the option for lower-density residential cluster development in areas including steep slopes, riparian areas and/or other physical/environmental constraints;



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- d. Utilizing the area's natural topography and ridgelines to buffer non-compatible land uses;
 - e. Incorporating linear parks and/or natural habitat corridors where appropriate; and
 - f. Complying with all applicable design standards and ordinances for hillside protection and ridge top grading.
- c) Utilize the Plan Area Development (PAD) as an implementation tool that fosters flexibility, creativity and land use compatibility;
- d) Comply with the intent, policy direction and implementation strategies of the planning area;
- e) Locate higher-density residential uses and mixed-uses in areas served by public transit with access to commerce and public services; and
- f) Require that new residential development screen and/or mitigate in an aesthetically pleasing manner all visual, noise and vibration impacts arising when located adjacent to major thoroughfares, the Union Pacific Railroad and the Nogales International Airport.

Goal 2: Align land use strategies with economic development priorities.

Policy 1: Provide the balance of land uses needed to achieve and maintain a thriving tax revenue base.

Implementation Measures:

- a) Provide a balance of residential, employment and revenue generating commercial and industrial, open space, and recreation uses needed to achieve and maintain long-term viability.

Goal 3: Locate commercial and industrial development and industrial parks in areas suited for such development.

Policy 1: Require that commercial and industrial development and industrial parks comply with all applicable requirements of this General Plan.

Implementation Measures:

- a) Direct high-intensity commercial and industrial development to;
 - a. Planning areas designated for such development;
 - b. Areas along major highway corridors and thoroughfares;
 - c. Areas that have existing or planned infrastructure capacity and services to serve the proposed development;
 - d. Areas where these type of development exists; and
 - e. Areas in close proximity to the new Mariposa Port of Entry along Highway 189.
- b) Require that proposed commercial and industrial development prepares a PAD in compliance with all applicable PAD requirements provided in the Nogales Zoning Ordinance and in this General Plan.

Goal 4: Locate mixed-use corridor uses in areas suited for such development.

Policy 1: Require that mixed-use corridor uses comply with all applicable requirements of this General Plan.

Implementation Measures:

- a) Direct mixed-used corridor uses to areas with the existing and/or planned infrastructure capacity and services needed to serve the proposed development;



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- b) Direct mixed-use corridor development to areas along Grand Avenue, Highway 82 and other major appropriate thoroughfares to create vibrant corridors with a well-defined public realm that serves as the urban spines connecting established residential neighborhoods and diverse planning areas;
- c) Ensure that mixed-use corridor development:
 - a. Protects property values and enhances the character of adjacent residential neighborhoods and planning areas;
 - b. Complements in function, massing and form the adjacent neighborhoods and planning areas;
 - c. Provides appropriate height and density transition and/or landscaped buffers to further cohesion with adjacent development;
 - d. Increases access to all mobility needs and transportation modes;
 - e. Supports walkability through the provision of sidewalks and provides connectivity to adjacent trails;
 - f. Incorporates bicycle routes;
 - g. Increases access and connectivity while creating seamless continuity;
 - h. Promotes the efficient movement of vehicular traffic while incorporating dedicated lanes; and
 - i. Prepares a PAD in compliance with all applicable PAD requirements provided in the Nogales Zoning Ordinance and in this General Plan.

Goal 5: Support residential areas by providing opportunities for neighborhood commercial and neighborhood-oriented services.

Policy 1: Locate neighborhood commercial and neighborhood-oriented development in close proximity to the residential areas being served.

Implementation Measures:

- a) Require that development plans for neighborhood commercial and neighborhood-oriented development:
 - a. Mitigate all adverse visual, sound and odor impacts;
 - b. Support, complement and enhance the neighborhoods being served by providing access to all mobility needs and travel modes;
 - c. Include enhancements that provide visual relief and harmonize in massing, height, scale and style with the character envisioned for Nogales; and
 - d. Require that such development occur at the intersection of arterial or collector roads.

Goal 6: Provide an adequate mix of housing types.

Policy 1: Ensure that new residential development includes a mix of housing types that are affordable to all income ranges and that attract commuters to live in Nogales closer to work.

Implementation Measures:

- a) Require that all new residential development complies with the intent and policy direction of the Housing Element.

Goal 7: Balance public infrastructure and community facilities projects with land use planning and economic development efforts.



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Policy 1: Coordinate and anticipate infrastructure and community facilities needs and updates with existing and planned development to support economic development efforts.

Implementation Measures:

- a) Prepare master plans for water, sewer, solid waste and recycling that:
 - a. Include an inventory of existing infrastructure;
 - b. Provide an assessment of existing and projected public facilities capacity and life expectancy based on projected growth; and
 - c. Delineate service and priority expansion areas;
- b) Update the City's Capital Improvements Plan to provide a systematic approach to coordinate and anticipate infrastructure needs and updates;
- c) Develop an efficient mechanism to coordinate and monitor new development and capital improvements;
- d) Take advantage of Nogales' location at the US/Mexico border by conducting regional studies that identify regional infrastructure needs that further economic development opportunities;
- e) Work with the Union Pacific Railroad to identify ways to resolve blockage of planning areas during times of railroad operations that disrupt the flow of traffic and block emergency vehicle access;
- f) Work with Santa County Flood Control District and the Federal Emergency Management Agency (FEMA) to obtain 2010 Flood Insurance Rate Maps (FIRM) and all subsequent map revisions;
- g) Identify funds for the preparation of a Nogales Wash (International Outfall Interceptor) Watercourse Master Plan that explores opportunities to create and develop El Paseo de Los Nogales as a linear park;
- h) Continue to work with the following agencies to ensure that Nogales receives its fair share of infrastructure and highway improvement funds to address the wear and tear of the City's transportation network due to its ports of entry traffic:
 - a. Federal Highway Administration (FHA);
 - b. U.S. Department of Homeland Security (DHS);
 - c. Customs and Border Protection (CBP);
 - d. Arizona Office of the Governor;
 - e. Arizona Commerce Authority (ACA);
 - f. Arizona Department of Transportation (ADOT);
 - g. The U.S./Mexico Bi-national Bridges and Border Crossing Group (BBXG);
 - h. The International Boundary and Water Commission (IBWC);
 - i. The respective Departments of Transportation and Border Authorities of Mexico; and
 - j. The CANAMEX Corridor Coalition;
- i) Create a task force that addresses the development of a full service healthcare facility that includes a trauma center and other medical services needed to support the existing and future population;
- j) Work to improve City-wide telecommunication infrastructure through a variety of public and private efforts;
- k) Work with Unisource Energy Service, Sulphur Springs Valley Electric Cooperative and other utility companies/agencies serving the planning area to incorporate sustainable alternative energy sources (solar, wind, biomass) as tools for economic development.



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Goal 8: Improve the development review process.

Policy 1: Establish a consistent and streamlined process for development review.

Implementation Measure:

- a) Establish a flexible, efficient and equitable development process that helps navigate unique site constraint issues while ensuring high quality development.
- b) Adopt and implement user-friendly procedures to standardize the development review process.

Policy 2: Coordinate planning efforts with all applicable agencies and City Departments to streamline the development review process.

Implementation Measures:

- a) Require a pre-application conference that includes representatives from all applicable City Departments and agencies at the federal, state and local levels.
- b) Include City Police and Fire in the pre-application conference to address accessibility and safety issues.

Policy 3: Evaluate development proposals for consistency with the intent and policy direction of the respective planning area during the development review process.

Implementation Measures:

- a) Require that zoning cases and PADs conform to all applicable policy statements contained in this General Plan.
- b) Periodically review and update zoning requirements and development standards to ensure market feasibility.

Goal 9: Monitor and review the effectiveness of implementation mechanisms.

Policy 1: Periodically review and update ordinances for their effectiveness and to minimize conflicts.

Implementation Measures:

- a) Finalize and adopt the Zoning Ordinance update.
- b) Discuss staff recommendations regarding ordinance revisions at the Department Director meetings to establish consensus prior to issuing a staff report.

Centro Cultural Planning Area

Comprising the Nogales urban core and historic downtown and adjacent to Nogales, Sonora, Mexico, Centro Cultural includes the Dennis DeConcini and the Morley Gate ports of entry and is designated as a mixed-used, walkable urban core where historic preservation, restoration, revitalization and redevelopment play a key role. These combined efforts strengthen the City's image, enhances its sense of place and increases its retail base. This area incorporates opportunities for mixed-use and for the establishment of an Arts and Entertainment District.

As part of an international downtown, Ambos Nogales, this vibrant, urban, compact, walkable historic downtown core functions as the cultural heart of Nogales, exudes civic pride, and features a mixed-use art district with an integrated workforce, adequate affordable housing and thriving revenue generating businesses.

This core includes a vital retail base, services, plazas with outdoor performance space, art galleries, art studios, residences, parks, restaurants, convention center, and outdoor cafés creating an atmosphere that attracts visitors and residents.



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Centro Cultural offers well-defined pedestrian-scaled streets and places to live, work, shop, learn, play, rest, celebrate, perform, and recreate.

Goal 1: Promote downtown Nogales as a vibrant, energetic cultural hub of activity that draws people of all ages to live, work, play, shop, dine and entertain.

Policy 1: Revitalize Centro Cultural to function as the historic cultural heart of the City and as a vibrant revenue generating international gateway.

Implementation Measures:

- a) Identify funding, prepare, adopt and implement a Centro Cultural Revitalization Plan that:
 - a. Complies with the Cultural Heritage Element and enforces the Cultural Heritage Ordinance and the Historic District Design Guidelines;
 - b. Continues to support a Main Street Coordinator involved in the state's Main Street Program;
 - c. Includes incentive programs to assist landowners to maintain and preserve properties and improve façades within historic neighborhoods;
 - d. Identifies community reinvestment programs and incentives to encourage the revitalization of downtown buildings and businesses;
 - e. Strengthens and enlivens the existing retail base;
 - f. Attracts uses that support and enhance the existing retail base;
 - g. Encourage the preservation, restoration and adaptive reuse of underutilized historic buildings by providing opportunities for mixed-use development (first story retail, second story residential);

- h. Identifies appropriate zoning mechanisms for mixed-use development;
- i. Explores the possibility of implementing an Artist Relocation Program;
- j. Identifies improvements to the DeConcini and Morley Avenue gates based on Safe-by-Design principles to make the area attractive to residents and visitors;
- k. Establishes design themes including hardscapes and landscapes for the enhancement of the entire planning area that:
 - i. Include well-defined, authentic and high-quality streetscapes that celebrate Nogales and create a vibrant street scene;
 - ii. Incorporate hardscapes that are complementary to the historic character of the area;
 - iii. Take into consideration all streets and alleys in the design process to create safe, efficient and convenient circulation that includes a cohesive pedestrian-friendly network;
- l. Fosters the rebirth of Grand and Morley Avenues by:
 - i. Returning the Nogales Theater to full operation and glory as a performance and film venue;
 - ii. Supporting the old City Hall as a historical and cultural museum;
 - iii. Returning Morley Avenue to two-way traffic with on-street parallel parking and pedestrian islands to create a well-defined public realm and pedestrian-scaled environment;
 - iv. Reinvigorating the Grand Center Plaza west of the railroad tracks to:



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- Become the center of an expanded “Mercado” District with streetcar proximity, shaded parking lots, and a well-defined public realm that enhances the pedestrian experience;
 - Include new retail and neighborhood service opportunities, along with a small Cineplex and new restaurants to energize this part of Centro Cultural;
 - Relocate the Salvation Army store and convert its existing space into a community/senior center;
 - Expand the adjacent Nogales Public Library to include additional parking, improve the existing access and provide connectivity to the new Arroyo Norte Park and El Paseo de los Nogales;
 - Transform the existing vacant big-box retail into a new Ambos Nogales Community College campus that offers two and four year degree programs;
 - Serve the Ambos Nogales Community College with a new parking structure north of the old high school playing fields and west of Arroyo Avenue;
 - Link existing charter school uses of the old high school with Ambos Nogales Community College to create an educational node;
 - Support Morley Avenue’s retail, restaurants, arts and culture; and
 - Provide pedestrian connectivity to the revitalized Morley Avenue, adjacent surface parking or parking structures and El Paseo de los Nogales.
- v. Redeveloping the Terrace and Sonoita Avenues, located between downtown and the Crawford Street Neighborhood, as a neighborhood, community-oriented commercial activity center that:
- Serves the adjacent neighborhoods;
 - Complements the wholesale/retail focus of Morley Avenue;
 - Incorporates new mixed-use development that includes retail, offices and residences;
 - Coordinates with the U.S. Immigration and Homeland Security offices to explore the possibility of incorporating some of their offices in this area as part of this neighborhood workforce mix;
 - Establishes streetscape and landscape palettes in this activity center that instill pride, enhance the pedestrian experience and provide connectivity to adjacent areas;
 - Integrates more efficient parking structures into the new mixed-use development; and
 - Repositions the McDonalds franchise as a hybrid 24/7 urban/drive-through venue at the corner of the new mixed-use block that contributes added vitality to the area.
- vi. Revitalizing the area south of Crawford Street to include:
- A new five-story business/tourist hotel with additional structured parking; and
 - A new transit center for shuttle vans, long distance and community buses in close proximity of the DeConcini pedestrian entry border.
- vii. Creating shade throughout the area with shade structures that incorporate photo voltaic fabric to generate electricity for streetlights, bollards, and accent lights;
- viii. Extending El Paseo de los Nogales to the DeConcini and Morley Avenue gates;



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- ix. Restoring valued historic façades that incorporates awnings, landscape for shade, color and signage for continuity and variety to enhance the pedestrian experience;
- x. Evaluating options for solar covered surface parking and/or parking structures;
- xi. Assessing options for public transit including shuttle services; and
- xii. Providing aesthetically-attractive, safe and comfortably accessible railroad crossings for pedestrians and other modes;
- m. Revitalize Court Street to become a vibrant, livable, walkable, downtown Nogales connector that:
 - i. Serves as a pedestrian gateway into Centro Cultural;
 - ii. Incorporates the revitalized Arroyo Linear Park and extends this park all the way to Nogales Public Library to create valued open space;
 - iii. Includes a public market on the side of the old lumberyards;
 - iv. Creates a “vest pocket” park next to the Bowman Senior residences connecting Court Street to the future Arroyo Avenue streetcar stop;
 - v. Includes a new community healthcare clinic in the empty buildings on Arroyo Avenue and south of the Catholic Church.
- b) Identify funding, resources and partnerships to establish the Ambos Nogales Streetcar service to:
 - a. Serves as an anchor and generator of new urban efficiency and smart growth;
 - b. Provides easy and convenient access to all the different activity areas within Centro Cultural;
 - c. Provides a visible, quiet, energy-conserving, and convenient transit mode;
 - d. Utilizes the existing street rights-of-way;
 - e. Serves as a catalyst of urban transformation;
 - f. Connects the border to the Wal-Mart shopping center using the right-of-ways of Arroyo, Grand and Morley;
 - g. Links Centro Cultural, Centro Civico and Centro Commercial;
 - h. Provides multi-modal connectivity to historic areas, retail, commerce, cultural, educational, government, parks and recreation, entertainment and housing amenities;
 - i. Provides a solution to auto traffic and parking challenges;
 - j. Includes shaded stops at convenient distances between important urban amenities; and
 - k. Considers the implementation of a temporary solar-powered shuttle system until the full streetcar system can be funded and developed.

Goal 2: Create a vibrant Ambos Nogales Town Center that serves as a major destination activity node.

Policy 1: Create the synergies necessary to develop a vibrant mixed use Ambos Nogales Town Center that serves as a major destination and as a focal point within this planning area.

Implementation Measures

- a) Work with the business community to identify the public/private partnerships and funding necessary to plan, design and develop the Ambos Nogales Town Center;
- b) Design the Ambos Nogales Town Center as a destination that incorporates retail, office, support services, restaurants, cafés,



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residences, integrated parking structures and other complementary uses in a mixed-use environment;

- c) Develop the Ambos Nogales Town Center as a viable solution that offers multiple markets within a central activity node;
- d) Integrate open spaces, outdoor amphitheatres, gathering spaces, parks, promenades, sidewalks and trail linkages that provide connectivity to adjacent uses, parks and trails, creating a setting that makes the Ambos Nogales Town Center a destination;
- e) Create shaded outdoor spaces with benches, water fountains, low walls that serve as sitting areas;
- f) Incorporate landscape amenities that serve as an oasis during the summer heat for the community to gather, rest and play;
- g) Provide pedestrian connectivity to the Ambos Nogales Town Center shuttle stop;
- h) Include a shaded shuttle stop for the Ambos Nogales Streetcar at the Town Center.

Goal 3: Build a Nogales Convention Center that provides venues for events, meetings and cultural experiences.

Policy 1: Create the synergies necessary to develop a vibrant Nogales Convention Center (NCC) that serves as a key contributor to the economic and cultural vitality of Centro Cultural.

Implementation Measures

- a) Work with developers, agencies, and non-profit organizations to identify potential locations;
- b) Strengthen private/public partnerships to attract conventions, performing arts, shows and other revenue generating venues to the convention center;
- c) Identify funding opportunities for the NCC; and
- d) Design the NCC to incorporate indoor arenas, special event spaces, performing art stages in an integrated setting that provides

connectivity to other destinations and includes plazas, courtyards, pedestrian promenades and public art.

Goal 4: Create an Arts District that is a focus of community and neighborhood activities, offering attractive gathering places and serving as the cultural heart of the City.

Arts districts are a great tool to revitalize downtown areas and create place-based destinations. If properly designed, they offer an attractive mix of gathering places, residences for artists, studio spaces, indoor and outdoor galleries, farmers markets, crafts and arts shows, cafés and restaurants. This type of mixed-use activity serves as the cultural heart of a community. By tapping into the creative talent of Nogales' artists, the Nogales Arts District can become the focus of community and neighborhood activities, further enhancing Nogales' sense of place, culture, heritage and history.

Policy 1: Create, adopt and implement the Nogales Arts District overlay zone as part of the Centro Cultural Revitalization Strategy.

Implementation Measures:

- a) Develop and strengthen public/private partnerships and multi-agency collaboration from the Office of the Governor, ADOT, Santa Cruz County, Cochise College, land owners, investors and non-profit organizations necessary to delineate, establish and adopt this overlay zone;
- b) Identify strategies to attract higher education institutions that could bring fine arts, performance, film, theater and music programs to Nogales to develop the Nogales Arts District as an attractive destination that celebrates the regional folklore;
- c) Explore the opportunity to establish and benefit from an Artist Relocation Program that supports the development of artist-space and residence and serves as a tool for economic development;
- d) Offer an attractive mix of gathering places, residences for artists, studio spaces, indoor and outdoor galleries, farmers markets, crafts



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and arts shows, cafés and restaurants within the Nogales Arts District to serve as the cultural heart of the community;

- e) Require development within this overlay zone to provide connectivity to adjacent neighborhoods, Nogales Town Center, Western, Morley and Grand Avenues, Arroyo Norte Linear Park, El Paseo de Los Nogales, shuttle service stops and the DeConcini and Morley gates.

Centro Civico Planning Area

Located in the southeast center of Nogales, with Grand Avenue and Highway 82 intersecting at its center, this area includes government uses (City complexes, Fleischer Park, retail services and Memorial Park). Due to its location and existing activities, this area functions as the civic center of Nogales.

Goal 1: Promote Centro Civico as a functional and vibrant government/civic center that contributes to the revitalization of the City.

Policy 1: Provide opportunities for revitalization, mixed use development, regional park improvements and existing government, civic and retail connectivity to foster the functional synergies of this planning area.

Implementation Measures:

- a) Prepare a Centro Civico Revitalization Strategy that:
 - a. Establishes community reinvestment programs and incentives to encourage façade improvements and the revitalization of strip development;
 - b. Identifies areas that would benefit from mixed use infill development and mixed use corridor development along Grand Avenue to expand the City's revenue base;

- c. Provides connectivity to Fleischer Park, El Paseo de los Nogales, Teyechea Park and any other existing and future parks within this planning area;
- d. Integrates regional park improvements and trail connectivity to the different activity centers within this planning area;
- e. Plans, designs and develops El Paseo de los Nogales within this planning area; and
- f. Addresses ways to separate court and police department facilities as well as the locations of government annexes in an integrative manner that takes into consideration the programmatic functions and needed adjacencies of these services.

Goal 2: Address any Nogales Municipal Cemetery expansion needs as a land use planning effort.

Policy 1: Work with the Cemetery Advisory Committee to design and maintain an aesthetically pleasing and professionally administered Nogales Municipal Cemetery.

Implementation Measures:

- a) Ensure that any expansions or additions to the Nogales Municipal Cemetery follow the guidance of the Cemetery Advisory Committee and adhere to all applicable City and State policies, ordinances and mandates.
- b) Design expansions or additions so that they:
 - a. Are safe, accessible, and well maintained;
 - b. Offer a peaceful and visually pleasing atmosphere conducive to meditation and reflection;
 - c. Serve as passive recreation;



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- d. Are adequately funded for on-going maintenance and future development;
- e. Meet the needs of the citizens;
- f. Operate under the guidance of the Cemetery Advisory Committee according to city ordinances and state statutes;
- g. Support the Cemetery Advisory Committee's public education efforts regarding cemetery policies and procedures.

Goal 3: Facilitate the supply of cemetery plots for use by families in our community

Policy 1: Monitor the inventory of public and private cemetery facilities available for purchase to the public in Nogales throughout the life of this General Plan, and as necessary, look for opportunities to increase the supply of cemetery facilities, both within and without the municipally-owned Nogales Cemetery.

Implementation Measures:

- a) Continue to work with the Cemetery Advisory Committee and the private cemetery to ensure this need is met.

Centro Commercial Planning Area

Located in the northwest center of Nogales, with Mariposa Road and Interstate 19 running through it, this area includes large, contemporary automobile-scaled retail, the County Complex, and some existing residential uses. Due to its location, it functions as the commerce center of Nogales, includes lodging and provides opportunities for the creation of a vibrant commerce and visitors gateway that serves as the first stop for visitors traveling through Nogales.

Uses compatible with this planning area are highway-oriented commercial, automobile-scaled commercial, power centers, auto malls, theater and entertainment, high density commercial and mixed-use development that incorporates retail and office on the ground floor.

There is also an opportunity to develop a cohesive high intensity highway interchange commerce node that takes advantage of transportation improvements identified in the Transportation Element and proposed in the *Unified Nogales Santa Cruz County Transportation Plan*.

Currently, visitors bypass this area on their way to other destinations. Developing this planning area as a commerce destination that also markets and offers insights into the historical and cultural amenities of Centro Cultural and Ambos Nogales via a visitor center provides incentives to recapture a percentage of travelers by bridging this planning area with the binational border and historic downtown.

Providing Ambos Nogales Shuttle connection from Centro Cultural to the visitor center and large retail within this planning area is an essential component of a successful economic development strategy for Nogales.

Goal 1: Promote Centro Commercial as the commerce destination of Nogales.

Policy 1: Provide opportunities for automobile-scaled retail, outlet malls, destination power centers, boutique hotels, high density residential, mixed-use, visitor center and landscape amenities needed to articulate the area's identity as a place making commerce destination.

Implementation Measures:

- a) Prepare a Centro Commercial Gateway Area Plan that:
 - a. Establishes incentives to attract additional automobile-scaled retail, outlet malls, power centers, boutique hotels, highway and interchange high-intensity commerce, high-density



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- residential, and mixed-use development appropriate to this planning area;
 - b. Identifies funding mechanisms to finance and prioritize the infrastructure needed to serve these land uses;
 - c. Plans, designs and develops a visitor center that includes films about the history of Ambos Nogales, information regarding the different destinations within the City and ample visitor parking;
 - d. Explores opportunities to extend the Ambos Nogales Shuttle service from Centro Cultural to the visitor center within this planning area;
 - e. Provides opportunities for public transit from the visitor center to the different destinations within this planning area for residents and workforce;
 - f. Identifies areas that would benefit from higher density mixed use development within this planning area;
 - g. Identifies funding for beautification projects that include signature monumentation and landscape amenities to make the area an attractive placemaking desert oasis for visitors traveling along I-19 and Highway 189;
 - h. Provides connectivity to El Paseo de los Nogales trail system and any other existing and future parks within this planning area;
 - i. Includes design guidelines that articulate the elements that make this area a destination;
 - j. Requires the preparation of a PAD that integrates open space, parks, recreation and trails;
 - k. Incorporates pedestrian, bicycle, transit and shuttle connectivity to the different activity centers within this planning area and in other areas of the City.
- b) Ensure that all land uses within this planning area:

- a. Are programmed to provide seamless continuity;
- b. Include appropriate landscape buffers and/or height and density/intensity transitions between residential and non-residential development;
- c. Contribute to the creation of a destination that invites visitors as well as the residents of Nogales;
- d. Provide appropriate passive and active recreation; and
- e. Include signature streetscapes that instill community pride and invite visitors to explore Nogales.

The Neighborhoods of Nogales Planning Area

The Neighborhoods planning area, also known as Barrios de Nogales, is primarily an infill area and incorporates the established residential neighborhoods of Nogales, including Vista del Cielo, Monte Carlo, Vinedo Este, Western Avenue, Royal Road Beatus Estates, Crawford Hill, and Valle Verde, as well as schools, parks, recreational facilities and commercial land uses serving these residential areas.

Future development within this planning area must be compatible with the existing residential character of the area. Neighborhood commercial/activity nodes within this planning area serve the adjacent neighborhoods and provide appropriate transitions and connectivity to adjacent residential land uses.

Goal 1: Protect and enhance the character of existing residential development while promoting compatible infill.

Policy 1: Provide opportunities for infill development that is compatible with and provides needed services to existing residential neighborhoods.



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Implementation Measures:

- a) Ensure that neighborhood commercial/activity nodes within this planning area:
 - a. Are located at major intersections;
 - b. Are compatible with the desired residential character of the adjacent neighborhoods;
 - c. Include appropriate transitions and/or landscape buffers between residential and nonresidential development;
 - d. Provide needed services to adjacent neighborhoods;
 - e. Provide connectivity to existing residential development, schools, open space, parks, recreation and trails; and
 - f. Enhance the overall character of adjacent neighborhoods by providing landscape amenities and sidewalk/trail connectivity along streetscapes and perimeter buffer areas.
- b) New subdivisions adjacent to or within this planning area must comply with all applicable subdivision regulations and:
 - a. Are compatible with the residential densities of the adjacent neighborhoods;
 - b. Include appropriate transitions and/or landscape buffers when located adjacent to lower density development;
 - c. Provide connectivity to existing schools, residential development, neighborhood commercial activity nodes, open space, parks, recreation and trails; and
 - d. Provide landscape amenities and sidewalk/trail connectivity along streetscapes and perimeter buffer areas.

- e. Mixed-use development such as lofts that allow residents to have a small office or business at ground level must comply with all applicable requirements for neighborhood commercial/activity nodes and require the preparation of a Planned Area Development in conformance with the City of Nogales Zoning Code.

Parque Industrial Planning Area

Including Parque Industrial Grand, located in the central northern portion of the City along Grand Avenue, and Parque Industrial Mariposa, located in close proximity to the Nogales' international border along I-19 and Mariposa Road. These areas comprise Nogales' established industrial areas and provide opportunities for additional industry, industry parks, distribution, warehouses and industry support services uses. Parque Industrial Mariposa is a small infill area surrounded by existing residential neighborhoods with little availability of developable land.

Goal 1: Continue to support Parque Industrial as the established industrial area of Nogales.

Policy 1: Provide additional opportunities for industry, industry parks, distribution, warehouses and industry support services uses within this planning area.

Implementation Measures:

- a) Ensure that industrial uses within this planning area:
 - a. Include appropriate transitions and/or landscape buffers between residential and nonresidential development;
 - b. Comply with all applicable federal and state industry standards and with all applicable City of Nogales Ordinances and regulations provided in the City of Nogales Zoning Code.



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- c. Provide trail connectivity along buffer areas.

Mariposa International Commerce/ Industry Park Planning Area

This modern, high-tech commerce/industry park planning area incorporates opportunities for additional industry, state-of-the-art packing and distribution centers, assembly and manufacture, technology and innovation, border technology companies, business incubators, corporate campuses, alternative energy generation (solar/wind), and other major employment centers benefiting from proximity to the international border.

This growth area takes advantage of its proximity to the nation's third-busiest land port of entry, and Arizona's Premier port of entry, La Mariposa, and provides visitors, tourists, truck drivers and the community with a diversity of highway-oriented commerce, industry support services, and hotel/hospitality uses along Highway 189 corridor and with opportunities for additional industry development west of Highway 189. Planned transportation improvements identified in the *Unified Nogales Santa Cruz Country Transportation Plan* for this area are shown in the Transportation Element in map form.

Goal 1: Take full advantage of the strategic location of this planning area in a binational economy.

Policy 1: Develop this planning area as a premier international commerce/industry park that takes full competitive advantage of:

1. The strategic location in a binational economy;
2. The proximity to the Mariposa port of entry, the main international gateway of Nogales, and the third busiest land port of entry in the nation;
3. Highway 189 and planned transportation improvements west of this highway; and

4. Availability of skilled workforce in need of employment.

Implementation Measures:

- a) Prepare an Economic Development Strategy designed to market, recruit and retain industry sectors that will benefit from a binational economy;
- b) Comply with all applicable federal and state industry standards and with all applicable City of Nogales Ordinances and regulations provided in the City of Nogales Zoning Code.
- c) Plan, design and developed this planning area in an integrated manner that incorporates site design with the latest best practices for industry, technology and innovation, energy efficiency, and LEED standards of development;
- d) Require the preparation of a PAD or master plan for this area that:
 - a. Provides the amenities desired by today's major employers in a diversity of industry sectors;
 - b. Incorporates opportunities for highway oriented uses along the Highway 189 corridor that include retail sale of goods and services which appeal to the motorist, and to truck service stations and hotels;
 - c. Includes establishments which display, rent, sell, and service trucks, motor vehicles, boats, and other related equipment.
 - d. Includes retail trade, personal services, and professional service that serve the motorists.
 - e. Permits the establishment of facilities serving the traveling public and conveniently providing needed services without endangering the movement along, as well as to and from.
 - f. Permits hotels, motels, gas stations, restaurants, and a very motorist oriented retail activities.



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Mariposa International Gateway Planning Area

The \$213 million modernization and expansion of the nation's third-busiest land port of entry, will enable CBP to more effectively perform their mission to secure the Southwest border while facilitating travel and trade. Development within the Mariposa International Gateway must comply with all applicable federal requirements and state requirements.

The land port of entry located within this planning area, also known as the border station, is the facility that provides controlled entry into or departure from the United States for persons and goods. It houses the U.S. Custom and Border Protection and other Federal Inspection Agencies responsible for the enforcement of federal laws pertaining for such activities.

The Mariposa port of entry consists of the land, the buildings, and the onsite roadways and parking lots serving this port of entry. It includes pedestrian and vehicular entry facilities. The facility serves as a point of contact for travelers entering or leaving the United States for the purposes of enforcement; prevention of illegal entry into the country; collection of revenues; prevention of injurious plants, animal pests, human and animal diseases entering the country; examination of export documents; registration of valuable articles being temporarily taken out of the country; and commercial transactions.

The Mariposa International Gateway planning area includes the Mariposa port of entry. In addition, this area includes the Carondelet Holy Cross Hospital and related health facilities.

The Mariposa port of entry accommodates the functional needs of the primary inspection agencies that maintain staff onsite. These agencies may include:

- U.S. Customs and Border Protection (CBP) a branch of the Department of Homeland Security.

- Veterinary Services (VS) conducts inspection of livestock imported into the U.S.
- U.S. Food and Drug Administration (FDA) conducts inspections to control the import of foods, drugs, cosmetics, medical devices, biological products, animal feeds and drugs and radiation-emitting instruments.
- U.S Fish and Wildlife Services (F&WS) regulates the importation of birds protected by the Convention of International Trade in Endangered Species (CITES) and the Wild Bird Conservation Act of 1992 (WBCA)
- General Services Administration (GSA) Public Buildings Services is responsible for facility management.

Given the complex needs of an international port of entry, the City of Nogales may benefit from a continuous partnership with these governmental entities. Strengthening these partnerships will allow the City to better plan this planning area.

Goal 1: Ensure that land uses in this planning area align with the strategic location in a binational economy, the economic development goals of the City and support the safety and functional needs of the Mariposa international port of entry.

Policy 1: Support the location of land uses that are compatible with the functional, safety and programmatic needs of the Mariposa port of entry.

Implementation Measures:

- a) Work with all the governmental agency stakeholders and property owners to develop an economic development strategy and an area plan for the International Gateway that:
 - a. Supports the location of land uses that are compatible with the functional, safety and programmatic needs of the Mariposa port of entry;



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- b. Offers opportunities for the location of laboratories and governmental offices that may require close proximity to the port of entry; and
- c. Increase economic development success by benefiting all the parties involved;
- d. Provide connectivity from this area to Centro Cultural via shuttle service;
- e. Explore opportunities for the location of services to travelers such as automobile and equipment rental, travel and travel insurance agencies, financial institutions and research facilities involved;
- f. Take into consideration safety and visibility needs;
- g. Protect mountain views and integrate functional open space in this area; and
- h. Provide pedestrian and bicycle connectivity within the planning area
- i. Require that governmental and public buildings are built to meet LEED energy efficiency standards.

Nogales Growth Areas

The Nogales Growth Area comprises all developable land that is not an infill or redevelopment area within the current city limits of Nogales. To permit greater design flexibility and more creative and imaginative design than generally possible under the current zoning and subdivision regulations, new development within this planning area that requires a rezoning must prepare a Planned Area Development in conformance to the City of Nogales Zoning Ordinance.

This area includes two parcels of land owned by the Arizona State Land Department. There are no current State Land conceptual plans prepared for these two parcels.

Goal 1: Require this planning area to develop in a manner that furthers the long-range viability and sustainability of the City.

Policy 1: Require development within this area to utilize smart growth principles and best practices and to foster the long-range economic vitality and sustainability of the City of Nogales.

Implementation Measures:

- a) Require the preparation of a PAD for all development requiring a rezoning within this planning area. The PAD shall comply with all applicable PAD requirements included in the City of Nogales Zoning Code. The PAD must:
 - a. Support a variety of compatible land uses that increase the long-term sustainability and economic viability of the City;
 - b. Cluster development to protect wildlife corridors, washes, mountain views, and the environmental infrastructure of the City and the region;
 - c. Balance the built and natural environments by providing and integrated system of open spaces, parks, recreation and trails;
 - d. Incorporate water harvesting and water saving or drip irrigation systems;
 - e. Support the vision of Nogales;
 - f. Provide multimodal access (pedestrian, bicycle, transit, vehicular) for people with different mobility needs;
 - g. Comply with all applicable requirements provided in the different Elements of this General Plan.
 - h. Supports residential development and/or a mixture of mixed-use, residential and low intensity non-residential land uses programmed in an integrated and compatible manner, provided that development includes:



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- i. Transitional elements such as height and density transitions; and
- ii. Landscape buffers and/or pedestrian friendly landscaped streetscapes along the edges that incorporate opportunities for multimodal connectivity.



Urban Reserve/De Anza Growth Area

This growth area encompasses lands located outside of the existing city corporate limits. Located within the Nogales Designated Growth Area, this area includes developable land that requires annexation prior to development. Due to the need for annexation, this area is designated an Urban Reserve Area. Proposed developments within this area require annexation and the preparation of a Planned Area Development in conformance with the City of Nogales Zoning Ordinance and this General Plan.

Development along the Santa Cruz River corridor considers river-oriented development that incorporate habitat integration principles, regional recreational opportunities, eco-tourism, and cultural/heritage tourism. The historic De Anza Trail provides an opportunity to develop additional regional passive and active recreation along the river corridor.

Secondary trails provide connectivity from the historic De Anza Trail to Paseo de los Nogales. There is opportunity to coordinate with Santa Cruz County, the Santa Cruz Valley Heritage Alliance and adjacent jurisdictions to create a regional trail system network that serves as a tool for economic development.

This growth area also includes the Nogales International Airport.

Development in the Urban Reserve Designation

Goal 1: Ensure that development in areas designated Urban Reserve proceeds in a manner that furthers the success of this General Plan.

Policy 1: Require new development to undergo annexation and to prepare a PAD in conformance with all applicable laws and requirements.

Implementation Measures:

- a) New development in areas designated Urban Reserve must comply with the following requirements:
 - a. Undergo an annexation process that complies with all applicable state laws and the annexation policy direction provided in the Growth Area Element; and
 - b. If the proposed development requires a rezoning, once the City zoning equivalent is determined, the proposed development shall prepare a PAD in conformance with the Nogales Zoning Code and with all the elements of this General Plan



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Nogales International Airport

Goal 1: Work with the Nogales Airport Authority to support and promote the Nogales International Airport.

Policy 1: Attract compatible land uses that support the expansion and long-term viability of the airport within the Nogales International Airport sphere of influence.

Implementation Measures:

- a) Work with the Nogales Municipal Airport Authority to implement the Airport Master Plan and attract compatible land uses that support the expansion and long-term viability of the airport;
- b) Prohibit new residential development within the Airport's Accident Potential Zones and the 65 Ldn noise contour or higher; and
- c) Comply with all applicable Federal Aviation Regulations requirements.



Santa Cruz Valley Area

The vision of a National Heritage Area designation for the Santa Cruz Valley in southern Arizona is gaining momentum due to a convergence of local efforts to conserve natural resources and open spaces; to preserve historic structures and archaeological sites; to educate the public about the history and cultures of this region; to increase national recognition of the region; to develop heritage tourism and bring other economic benefits to local communities; and to improve cultural ties across the U.S./Mexico border.



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The National Park Service provides technical and financial assistance for a limited number of years after designation, up to \$10 million over a period of 15 years. The financial assistance is in the form of 50 percent matching funds, so local financial support is also necessary. Each year, the management entity works with the National Park Service to identify projects that will be funded, and submits annual reports.

There is considerable flexibility in what the match funding can be used for. For example, it may be used for preparation and publication of visitors' guides, maps, and educational materials; installation of signage for scenic roads, historic places, and trails; construction of trails, road pullouts, and scenic overlooks; development of visitors' centers and museums; rehabilitation of historic buildings and districts; stabilization of historic ruins; investigation of archaeological sites; production of tours and festivals, and so on. One of the few limitations is that the federal funding cannot be used for property acquisition.

The Santa Cruz Valley Heritage Alliance includes members from the City of Nogales and is an active organization working towards National Heritage Area designation of the Santa Cruz Valley, which includes the Historic Juan Bautista De Anza Trail.

There are opportunities for the development of heritage and eco-tourism along these areas. Participation in this effort may benefit the City of Nogales and its community in the long-range by creating world-class heritage tourism attractions that take competitive advantage of the economic potential of protecting and showcasing the area's natural, historical and cultural resources.

Goal 1: Align land use goals in the Santa Cruz Valley Heritage Area with economic development goals to take full advantage of the heritage tourism and recreation-based uses potential of this area.

Policy 1: Identify revenue generating heritage tourism and regional recreation uses and enterprises that can enhance the economic potential of the Santa Cruz Valley while protecting natural, cultural and historical resources and property rights.

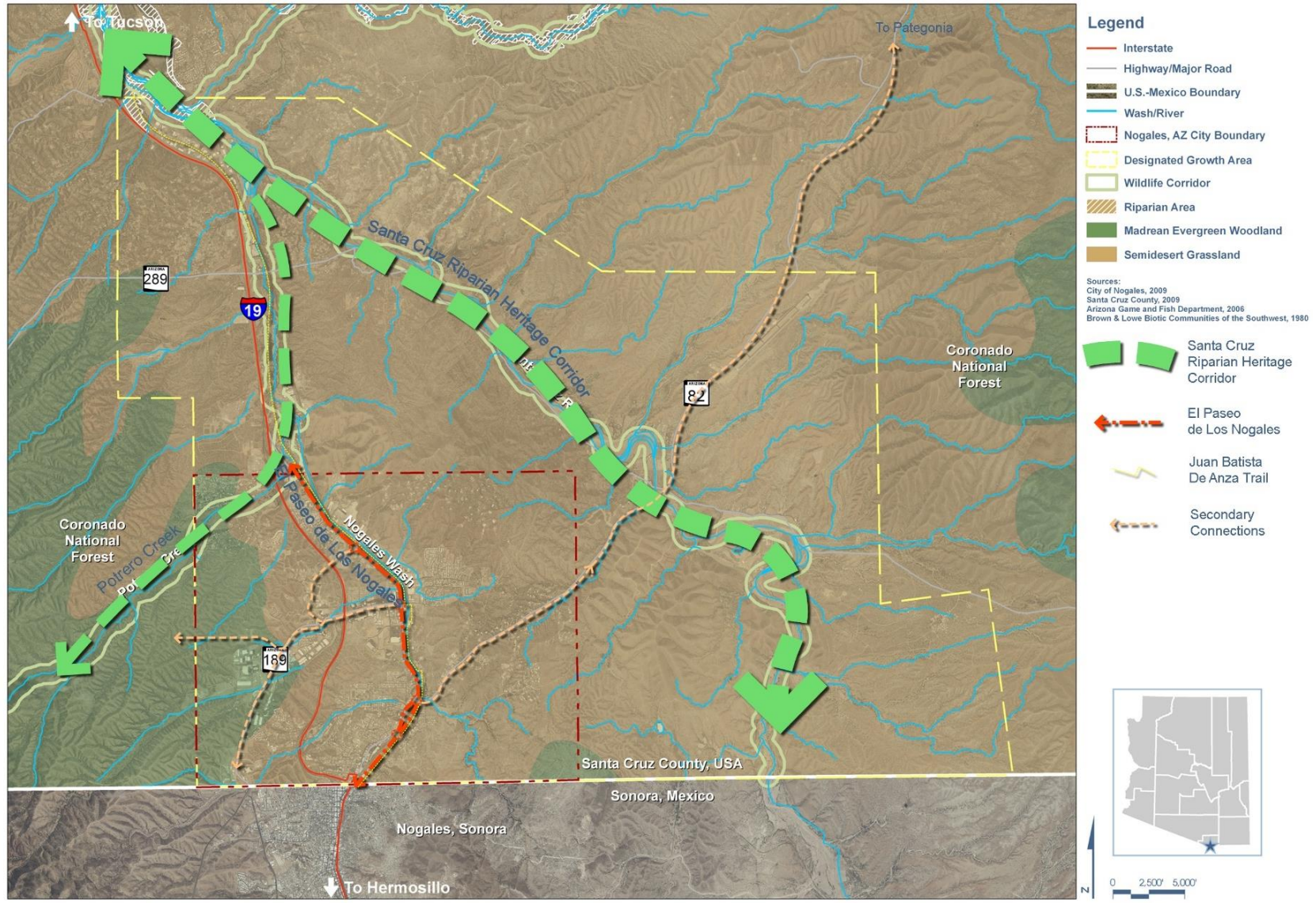
Implementation Measures:

- a) Work with Santa Cruz County and the Santa Cruz Valley Heritage Alliance to explore the economic potential of heritage experiences, heritage tourism, heritage foods, heritage education and heritage events;
- b) Designate a City staff to participate in the Santa Cruz Valley Heritage Alliance;
- c) Educate property owners on the benefits of participating in this program.
- d) Implement all applicable requirements provided in this General Plan.



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EXHIBIT 7: SANTA CRUZ RIPARIAN HERITAGE CORRIDOR AND CONNECTORS





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Interstate 19 Gateway Planning Area

Goal 1: Develop an attractive gateway at the I-19 entrance to the City of Nogales that furthers the economic development of the City.

Policy 1: Create an activity node at this entrance to the City that:

1. Instills a sense of arrival to a destination;
2. Defines the gateway area;
3. Directs visitors to Centro Commercial, Centro Cultural, Nogales area attractions, and other major planning areas; and
4. Provides highway commercial corridor uses that serve motorists traveling on I-19.

Implementation Measures:

- a) Include monumentation that represents Nogales and that articulates a sense of arrival into the City.
- b) Support directional signage that assists motorists' wayfinding and provides clear direction to other areas of the City.
- c) Support the development of highway commercial corridor that benefits from its proximity to I-19.
- d) Recapture motorists traveling in the highway by defining a signature entry feature that invites them to stop, shop and play.



Example of Entry Monument at the Grand Avenue entrance of the City



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Highway 82 Gateway Planning Area

Goal 1: Develop an attractive gateway at the Highway 82 entrance to the City of Nogales that furthers the economic development of the City.

Policy 1: Create an activity node at this entrance to the City that:

1. Instills a sense of arrival to Nogales,
2. Defines the gateway area;
3. Directs visitors to Centro Cultural, Centro Commercial and other major planning areas; and
4. Provides convenience uses to motorists and adjacent neighborhoods.

Implementation Measures:

- a) Include monumentation that represents Nogales in this area to help articulate a sense of arrival into the City.
- b) Support directional signage that assists motorists' wayfinding and provides clear direction to other areas of the City.
- c) Support the development of an activity node in this area that serves adjacent neighborhoods.



Example of Entry Monument at the Highway 82 entrance of the City



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Economic Development Element



Nogales, Arizona is a multi-cultural community with strong economic, social and cultural ties to the Mexican states of Sonora, Baja California, Sinaloa and Chihuahua, allowing companies to take full advantage of the Canada Mexico Arizona (Canamex) Trade Corridor, proposed Interstate 11 Corridor, Nogales to Wickenburg, and the International Nogales port-of-entry. Their strategic location, allows Nogales, Arizona, and its sister city Nogales, Sonora, to take full advantage of binational economic development opportunities and initiatives.

Ambos Nogales Binational Economy

The term *Ambos Nogales* has been used historically to indicate the need to address historical, social, cultural, environmental and economic factors utilizing a binational integrated and inclusive approach. Such approach is conducive to increasing the region's economic development potential and better suits the binational economy of border cities.

Nogales has grown from a two-nation border town dependant on ranching into a diverse international economy based on agribusiness, produce distribution and international commerce.

Ambos Nogales are the home of one of the largest maquiladora clusters. This enables multinational manufacturing plants on both sides of the border to take competitive advantage of favorable wage and operating costs and excellent transportation and distribution networks.

The following initiatives have resulted in the activation, facilitation, and acceleration of economic activity throughout Arizona with specific impact on Ambos Nogales business growth:

- Fixing America's Surface Transportation and I-11 Proposed Corridor
- Arizona Trade Offices in Sonora and Mexico City
- CANAMEX Corridor
- Arizona-Sinaloa Commission
- The Governor's Strategic Partnership for Economic Development Cluster Industries

Manufacturers seeking a higher level of competitive advantage, see Ambos Nogales or "both" Nogales—Nogales, Arizona, U.S., and Nogales, Sonora, Mexico—rapidly becoming the center of aggressive near-shoring. The region is attractive because of its 'twin city' cross-border connections combined with its 'twin plant' manufacturing program—the maquiladora or maquila system. Together, these favorably entwined cross-border communities provide the advantage manufacturers seek.



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The strategic location of Nogales allows companies on both sides of the border to enjoy the benefits of lower operating, labor, transportation and distribution costs. With a long history in logistics and supply chain services and a growing number of companies here, Nogales provides specialized services, experienced workforce, and public infrastructure. As a logistics and supply chain hub, Nogales offers a concentrated set of services to support the maquila and produce industries. The unique and differentiated combinations of service functions—suppliers, associations and specialized support services in a tight geographic cluster—yield a competitive regional capability that is largely unmatched along the Mexican border.

The City of Nogales, in partnership with Nogales, Sonora, Mexico, the Greater Nogales Coalition, Nogales Community Development, Nogales USA, Nogales-Santa Cruz County Economic Development Foundation, the Greater Nogales-Santa Cruz County Port Authority, and the Southeastern Arizona Government Organization (SEAGO) strategically support unparalleled economic development efforts.

This element takes into consideration a variety of previous studies, initiatives at the federal, state and regional levels, and the advantages of being Arizona's Premier Port of Entry along the US/Mexico border. Although economic development impacts all other elements of the plan, the intent of this element is to continue to support Nogales as Arizona's Premier Port of Entry by sustaining a diversified economy, supporting existing and emerging public/private partnerships and taking advantage of all available resources at the local, County, regional, state, federal and global levels. This element includes the economic development goals and policies needed to support a thriving region. It includes overarching goals and policies to:

- Continue to sustain a successful binational economy
- Protect existing employers and attract new employment;
- Support local businesses and attract new commerce;
- Create a welcoming climate to new business development, outside investment, and relocation of companies and employers;
- Bolster opportunities for job growth;

- Leverage regional collaboration efforts;
- Strengthen the commitment to tourism as an economic engine;
- Reaffirm construction of infrastructure, commercial, residential, public and community facilities as a stimulus of our economy;
- Maintain a positive climate for business;
- Capitalize on our people as an economic driver;
- Support art as an economic development tool for redevelopment and revitalization; and
- Support eco-tourism and heritage tourism.

Economic Development Goals and Policies

The following goals serve as the economic development foundation for all other elements in the General Plan:

Goal 1: Continue to take full advantage of the City of Nogales strategic location as Arizona's Premier Port of Entry in the U.S./Mexico border to support a thriving and resilient City, region and state.

Policy 1: Continue to support Nogales as an economic stronghold with a thriving binational economy.

Implementation Measures:

- a) Continue to work with Nogales, Sonora, Mexico, to support binational economic development efforts.
- b) Consider the establishment of a free shuttle to take shoppers crossing the border to Downtown and commercial centers.
- c) Continue to work with U.S. Customs and U.S. Port of Entry to assist in the development of strategies that expedite border crossings.



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Goal 2: Continue to promote a thriving and competitive economic climate.

- Policy 1: Continue to support Nogales major employers and small businesses.
- Policy 2: Provide quality housing, education, infrastructure, services and amenities.
- Policy 3: Support new growth by providing quality housing and associated quality of life amenities needed to house Border Patrol, U.S. Customs, and U.S. Port of Entry employees.
- Policy 4: Identify available funding mechanisms to continue to promote a thriving and competitive economic climate.

Implementation Measures:

- a) Continue to work in partnership with Nogales, Sonora, Mexico, the Greater Nogales Coalition, Nogales Community Development, Nogales USA, Nogales-Santa Cruz County Economic Development Foundation, the Greater Nogales-Santa Cruz County Port Authority, and the Southeastern Arizona Government Organization (SEAGO) in the update of the City Economic Development Strategy to support policies 1 to 4 and strategically support economic development efforts.
- b) Take full advantage of the United States-Mexico-Canada Agreement (ASMCA) to continue to stimulate the local, state and national economy by supporting.
 - a. Food and agriculture trade and distribution; and
 - b. High-paying transportation, logistics, and food packaging jobs.
- c) Identify grants and other funding sources and pursue these.

Goal 3: Continue to support a diversified economy that includes trade, commerce, technology and innovation, travel and tourism and emerging industries.

- Policy 1: Continue to actively attract and retain employers for the various industry sectors.
- Policy 2: Capitalize on downtown revitalization by:
 1. Preserving the historic core of the Original Nogales through revitalization efforts;
 2. Supporting the Downtown businesses through façade improvement programs and small business loans;
 3. Branding Nogales as a heritage tourism destination
- Policy 3: Take advantage of the natural setting, environmental resources, open space, scenic views, and regional recreation amenities, including the Coronado Forest, the Historic Anza Trail and the Santa Cruz River to:
 1. Brand Nogales as a destination for travel, tourism, and eco-tourism;
 2. Support travel, tourism and hospitality industries;
 3. Support revenue-generating passive and active recreation and eco-tourism including:
 - a. International bicycle tours;
 - b. Guided tours;
 - c. Scenic and nature tours;
 - d. Rock climbing;
 - e. Fishing; and
 - f. Nature and bird watching

Implementation Measures:

- a) Continue to work with local, County, regional, state and other Ambos Nogales partners to brand Nogales as a destination.



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- b) Work with SEAGO, the County, chambers of commerce, and all economic development organizations in the update of the City Economic Development Strategy to support policies 1 to 3.

Goal 4: Continue to support economic development efforts by encouraging healthy growth.

- Policy 1: Support viable annexation strategies that prioritize areas where infrastructure is planned or in place to:
- a. Support healthy growth;
 - b. Ensure the long-range viability of the City by increasing state revenue-shares and supporting quality residential development and revenue-generating uses.

Implementation Measures:

- a) Support the annexation strategy ratified by the voters in the previous General Plan and included in the Growth Areas Element.

Goal 5: Continue to support quality education to sustain the skilled workforce needed to support quality of life and to retain and attract quality employers.

- Policy 1: Continue to work with education institutions in the City, County and region to expand knowledge and skillset needed to secure quality employment and sustain a skilled workforce.

Implementation Measures:

- a) Continue to work with Nogales Unified School District, Santa Cruz County Provisional Community College District, University of Arizona, Pima College and Arizona State University to expand knowledge and skillset.

Goal 6: Protect existing employers, especially our major employers.

- Policy 1: Support and assist our existing employers to foster their success and expansion needs.

- Policy 2: Meet frequently with existing private employers to solicit their views on assistance that can be provided to sustain their existence including continuing to improve permit processes, development services, utility access and elimination of code barriers.

- Policy 3: Develop a robust menu of incentives to encourage additional capital investment and hiring by existing employers.

- Policy 4: Deal proactively with government and address community issues articulated by private employers.

- Policy 5: Identify ways to help private employers to expand their business into new markets.

- Policy 6: Assist private employers in reducing or mitigating barriers to business expansion. Pay particular attention to solving workforce and capital barriers.

- Policy 7: Encourage international trade into and from Mexico and Canada.

Implementation Measures:

- a) Identify barriers for businesses and work collaboratively to reduce such barriers.
- b) Establish a business roundtable to explore ways Nogales can assist business expansion and develop an action plan.
- c) Consider the establishment of a Business One Stop center.



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- d) Continue to work with the Arizona Mexico Border Commission, the Canada Arizona Business Council, the Arizona Commerce Authority-Mexico Office, CANAMEX, and other economic development partners to support existing employers.

Goal 7: Maximize economic development opportunities in Nogales.

Policy 1: Update marketing and branding tools to help market Nogales economic development opportunities, including but not limited to:

- a. Developing a community brand/vision/marketing plan for Nogales;
- b. Update business resource information as necessary;
- c. Support funding for business accelerator programs;
- d. Continue to support technical, vocational and higher education opportunities;
- e. Seek to recruit businesses and recreational opportunities that are attractive to and/or cater to working professionals and families.

Policy 2: Increase residential opportunities to sustain existing and future commercial businesses in Nogales by:

- a. Streamlining development process for quality residential development as opportunities are presented;
- b. Allowing residential uses on commercially zoned properties as appropriate and beneficial to support commercial activity and support the character area;
- c. Updating the zoning code to allow mixed-use, greater density and affordable family homes in keep with the character of each planning area described in the Land Use Element;
- d. Exploring the transfer of development rights were feasible and appropriate;

- e. Partnering with ASLD in the preparation of feasible conceptual land use and circulation plans to support quality development on State Trust Land as the opportunity arises;
- g. Coordinating local infrastructure and utility services to ensure services for increased population and densities; and
- h. Encourage annexation of areas with planned or in-place infrastructure to sustain master plan communities and Planned Area Development PAD's.

Implementation Measures:

- a) Work in partnership with economic development organizations and chambers of commerce to market and brand Nogales; and
- b) Streamline the development review process for quality residential development;
- c) Update the zoning code to allow the flexibility needed to support quality residential development in character with each character area described in the Land Use Element;
- d) Encourage the development of quality master planned communities and PADs;
- e) Pursue annexation of areas with planned or in place infrastructure to support quality residential development and other land uses aiming at strengthening the long-range viability of the City and the region.

Goal 8: Capitalize on the market potential of the Ambos Nogales' creative economy to grow jobs and wealth.

Policy 1: Continue to fund and support the arts as an indirect economic driver in the City and as a key component of a thriving community.



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Goal 9: Capitalize on the market potential of the Ambos Nogales' region as a cultural and entertainment destination by supporting entertainment for residents and visitors.

Policy 1: Continue to support regional entertainment events and venues such as art, gem and mineral shows, the music scene, festivals, Día de los Muertos, Cinco de Mayo, bicycle tours and other community events.

Policy 2: Support the digital, media, performing arts and film industries which utilizes existing community attributes: weather, population diversity, heritage, variety of architecture, urban, rural and desert settings.

Goal 10: Encourage art districts as tools for economic redevelopment and revitalization.

Policy 1: Identify opportunities for the support of art districts and art communities and the establishment of new ones as a part of the City's economic development strategy that:

- Promotes local artists, musicians and performers as valuable entrepreneurs supporting cultural and heritage tourism;
- Identify areas with potential for the formation of an art district;
- Support art programs in the Nogales library and other public facilities;
- Assess vacant or other under-utilized buildings for adaptive reuse that may serve creative uses and spur economic development;

- Identify the boundaries and activities appropriate for art districts including: live/work opportunities for artists; communal gallery space; restaurants and outdoor cafes; outdoor gathering spaces such as courtyards, plazas, and amphitheaters to host a variety of community events such as art festivals, performances, farmers markets, healthy foods, and music venues; and specialty shops and bed and breakfast hospitality.

Implementation Measures for Goals 8, 9 and 10:

- Encourage the efforts of the City of Nogales Cultural Heritage Commission and work with the Commission and Nogales non-profit organizations to identify grants available to support art and entertainment efforts.





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Transportation/Circulation Element

The Mariposa Port of Entry, a state-of-the-art facility for the processing of both commercial and non-commercial traffic, is the principal connector between the US and Mexican federal highways systems on the Arizona-Sonora border. Mexico's highway 15 (MX-15) connects Mexico's central and Pacific corridors with Arizona and Western United States. MX-15 connects Mexico City along with the states of Mexico, Jalisco, Michoacan, Nayarit, Sinaloa and Sonora with the border at Nogales, Arizona. On the US side, the Mariposa port of entry is connected by Arizona State Route 189 (SR-189), a 4-mile connector to Interstate 19 (I-19).



Policy Plan Volume

Ongoing Transportation Efforts

Two processes are running concurrent to this General Plan Update:

- The Pathway Project along Grand Avenue & Frank Reed Road, Nogales; and
- The Santa Cruz County Regional Transportation Authority Study

Pathway Project Along Grand Avenue & Apache Boulevard

The Pathway Project consists of the design and construction of a multiuse bicycle/pedestrian pathway on the east side of Grand Avenue from Baffert Drive to Country Club Drive with a spur connection to the Nogales High School located on the south side of Apache Boulevard. On March 10, the City of Nogales Engineering Department submitted a CMAQ-Initiation Letter to the Arizona Department of Transportation (ADOT) Public Agency Section requesting initiation of a Congestion Mitigation and Air Quality Improvement (CMAQ) program funded project and assignment of an ADOT project number for the Pathway Project Along Grand Avenue & Apache Boulevard. CMAQ is a federally funded program of surface transportation improvements designed to improve air quality and mitigate congestion.

Building on Previous Transportation Efforts

This element takes into consideration previous connectivity, access and mobility studies, including:

- Nogales Bicycle and Pedestrian Master Plan/Royal Road Multi-Use Path (2018) Nogales and ADOT
- Morley-Banker-Hohokam Bike Route Design Concept Report (January 2016) Nogales, Arizona
- Regional Transportation Coordination Plan Update 2018-2019 (2018) SEAGO

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- Santa Cruz County Comprehensive Plan (2016) Santa Cruz County
- ADOT Rio Rico Walking and Biking Study (July 2013) Santa Cruz County
- ADOT Arizona-Sonora Border Master Plan (February 2013) ADOT and Federal Highway Administration (FHWA)
- City of Nogales PARA Pedestrian Circulation at Port of Entries (January 2012) Nogales, Arizona
- Unified Nogales Santa Cruz County Transportation Plan 2010 (April 2010) Unified Nogales Santa Cruz County
- City of Nogales General Plan (August 2010) Nogales, Arizona

Documents listed above identify key improvements to the local and regional transportation network. These recommended improvements seek to improve the safety and mobility of pedestrians, cyclists, and motorists as they traverse the City and are summarized in the *Background and Current Conditions* volume of this General Plan.

This element also takes into consideration the impact of trade using surface transportation between the United States and its partners, Canada and Mexico, and U.S. Department of Transportation Bureau of Transportation Statistics (BTS), U.S. Port of Entry Statistics, Research and Innovative Technology Administration (RITA) annual Arizona Port of Entry traffic data summarized in *Background and Current Conditions* volume of this General Plan.

In addition, this element incorporates the US/Mexico Binational Bridges and Border Crossing Group (BBBXG) planned or ongoing border crossing projects along the 1,952 mile US/Mexico border. This group is co-chaired by the Department of State and the Mexican Secretariat of Foreign Relations (SRE), and attended by federal agencies with an interest in border crossings such as:

1. Customs and Border Protection (CBP);
2. Department of Homeland Security (DHS);

3. General Services Administration (GSA);
4. Animal Plant Health Inspection Service (APHIS);
5. Food and Drug Administration (FDA);
6. Federal Highway Administration (FHWA);
7. Federal Railroad Administration (FRA); and
8. International Boundary and Water Commission (IBWC).

In addition to these agencies, the respective departments of transportation and border authorities of the Border States and their corresponding agencies in Mexico are also members of BBBXG. Being the federal agency responsible for the Presidential permitting process of border crossings, which essentially grants U.S. federal permission to build or modify an international border crossing, the State Department is the U.S. co-chair for BBBXG.

The Department of Homeland Security (DHS) was directed to implement the U.S. Visitor Immigrant Status Indicator Technology (US VISIT) program at all land ports of entry by December 31, 2005. The US VISIT program tracks all entries and exits to and from the United States. According to DHS, the program collects, maintains, and shares information, including biometric identifiers, through a dynamic system, on foreign nationals to determine whether the individual should be prohibited from entering the U.S.; can receive, extend, change, or adjust immigration status; has overstayed or otherwise violated the terms of their admission; should be apprehended or detained for law enforcement action; or needs special protection/attention. The goals of this program are to: (1) enhance national security; (2) Facilitate legitimate trade and travel; and (3) Deploy the program in accordance with existing privacy laws and policies.

The City of Nogales is an international gateway for the United States and Mexico. The Department of Homeland Security operates a Service Port, the Dennis DeConcini Port of Entry (POE), on Grand Avenue. The U.S. Customs and Border Protection Service Port has a full range of cargo



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processing functions, including inspections, entry, collections and verification.

The Morley Gate pedestrian port of entry gets an estimated 3,000 pedestrians that cross daily. The pedestrian port is used extensively by the merchants of Ambos Nogales and brings a steady stream of shoppers to Morley Avenue businesses.

The Mariposa Port of Entry was built in the 1970s. Originally intended for commercial trucks, it was designed to handle as much as 400 truck per day. The Port's \$212 million upgrade included 12 additional lanes to the facility, more inbound and outbound lanes, new buildings, booths and canopies and more parking. The design included 12 lanes for private vehicles, seven lanes for commercial trucks, one lane for passenger buses and three pedestrian lines inside one of the six new buildings at the facility.

The Nogales International Airport is a general aviation airport located within the City. The airport serves as a port of entry into the United States; it is not served by any commercial airlines.

The U.S. Port of Entry Statistics reported a total of 737 Union Pacific Railroad border crossings in 2018 using Nogales as the Port of Entry. Nogales is the only Arizona Port of Entry along the U.S./Mexico border with reported train crossings in 2018. As summarized in the *Background and Current Conditions Volume* of this General Plan, Nogales is Arizona's Premier Port of Entry with the largest number of bus, personal vehicles, personal vehicle passengers, buses, trains, and trucks in the State of Arizona.

While this fact presents an opportunity to attract commerce, employment, industry, tourism and visitors to the City of Nogales, the variables involved create an intricate web of complexities impacting the Nogales transportation network. While the City faces the wear and tear of a large metropolitan area, it counts with small community resources to address the multiplicity of impacts caused by its location as a key international port of entry in of the US/Canada/Mexico economic trade corridor.

To take competitive advantage of its strategic location in a bi-national economy, provide a state-of-the-art transportation infrastructure, improve traffic circulation and provide a safe, efficient and convenient multimodal transportation network needed to support economic development efforts, Nogales must continue to:

1. Attract a larger number of visitors to its downtown and commercial areas to increase revenues streaming from retail and services;
2. Participate in studies that address the traffic impact of these visitors on the road infrastructure;
3. Support studies that identify the number of dollars entering the state of Arizona and Santa Cruz County economy as a result of visitors entering the U.S. through a Nogales Port of Entry;
4. Recapture a portion of the dollars entering the economy and dedicate a portion of this recapture to the establishment of a safe, efficient and convenient multimodal transportation network;
5. Provide safe, convenient, and efficient access to the different planning areas within the City; and
6. Create successful strategic partnerships with:
 - U.S. Department of Homeland Security (DHS);
 - U.S. Customs and Border Protection (CBP);
 - U.S. Port Authority;
 - U.S. Department of Transportation (DOT)
 - Binational Bridges and Border Crossing Group (BBBXG)
 - Arizona Department of Transportation (ADOT);
 - Southeastern Arizona Government Organization (SEAGO)
 - Ayuntamiento de Nogales, Sonora;
 - CANAMEX;
 - Arizona Office of Tourism;
 - Arizona Commerce Authority (ACA); and
 - Santa Cruz County Department of Transportation.



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These ongoing strategic partnerships are necessary to ensure that Nogales receives the regional, state, federal and international support necessary to maintain its road infrastructure while benefiting from the large number of visitors entering the state and the region via any Nogales port of entry.

Private sector representatives from Sonora continue to express their hopes to develop the Puerta de Anza. As part of this General Plan update, the *Instituto Municipal de Investigacion y Planeacion del Gobierno Municipal de Sonora* was contacted. The institute's plan includes a new port of entry to be located east of DeConcini port of entry in close proximity to the Anza trail. These plans have been in effect for several years without manifesting. However, increase coordination among stakeholders from *Ambos Nogales* may create the synergies necessary for this to occur. Some property owners on the Arizona side support this regional, state, national and international initiative. In Nogales, Sonora, a master plan was prepared that includes a variety of uses, including commercial, workforce residential, industrial and institutional uses.

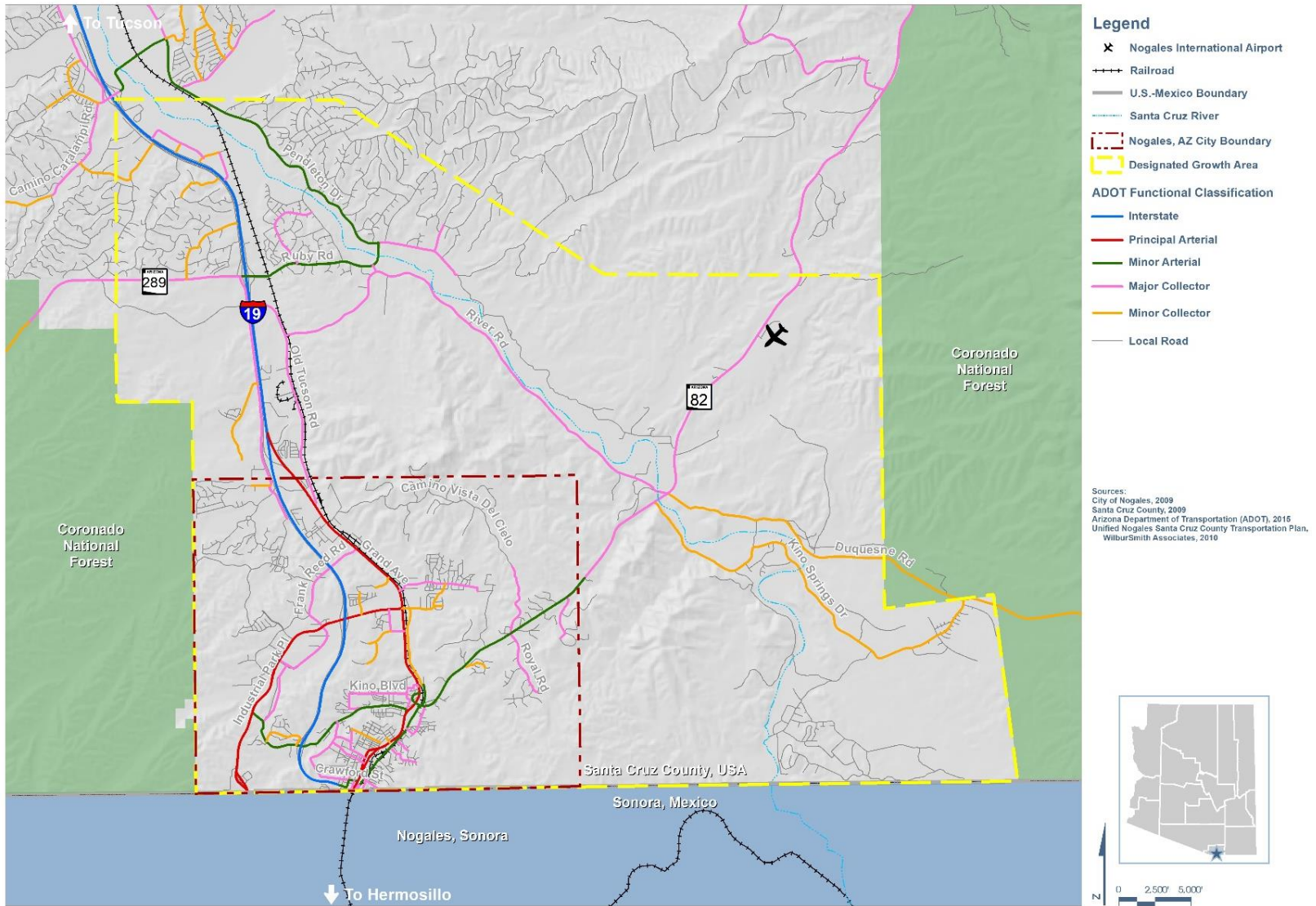


Pedestrian-safe Crossing Concept - Morley Avenue and Court Street



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EXHIBIT 8: ROADWAY FUNCTIONAL CLASSIFICATION (NOGALES DESIGNATED GROWTH BOUNDARY)

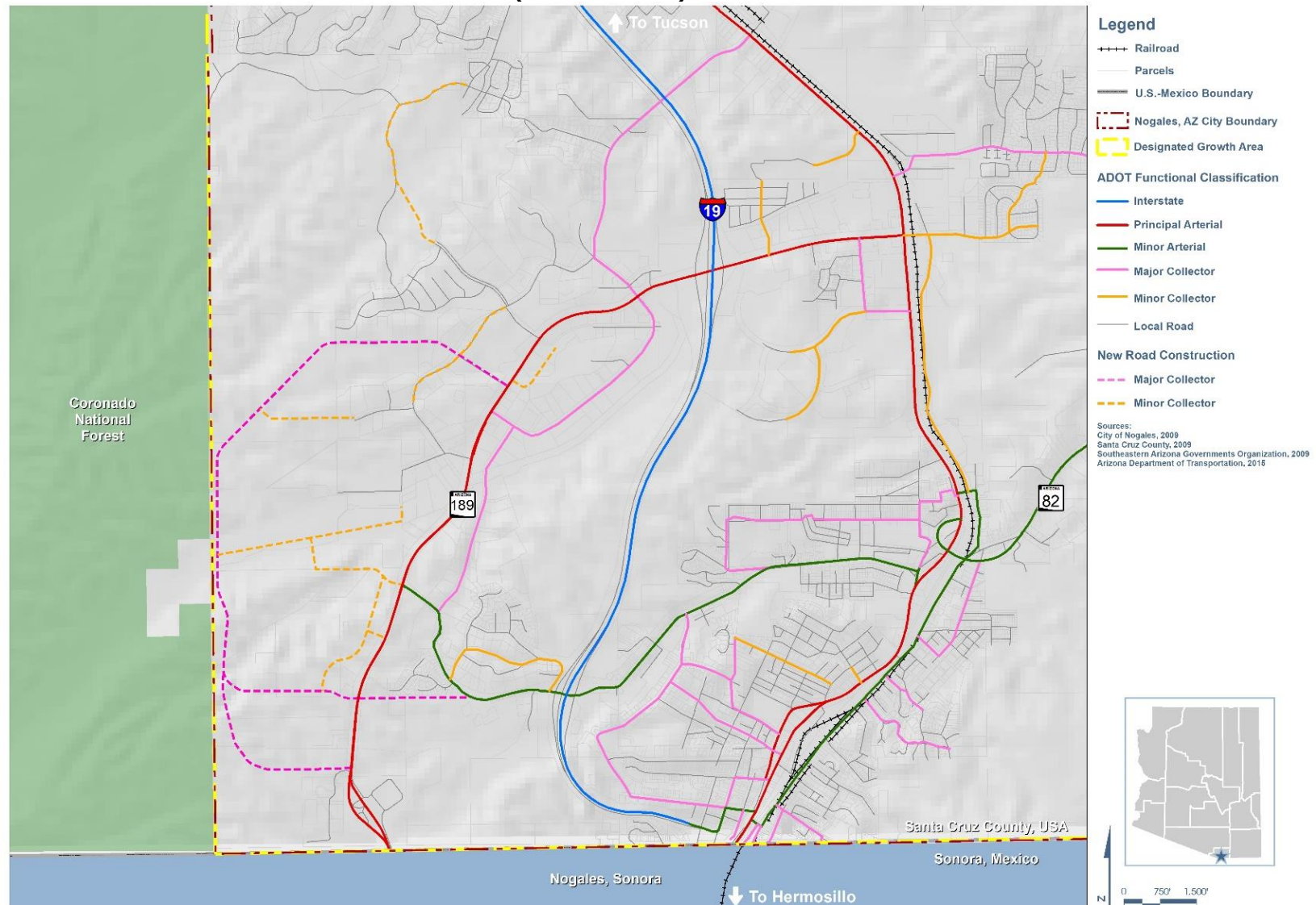


Source: Arizona Department of Transportation Functionally Classified Roads, 2015



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EXHIBIT 9: PROPOSED NEW ROAD CONSTRUCTION (WEST NOGALES)

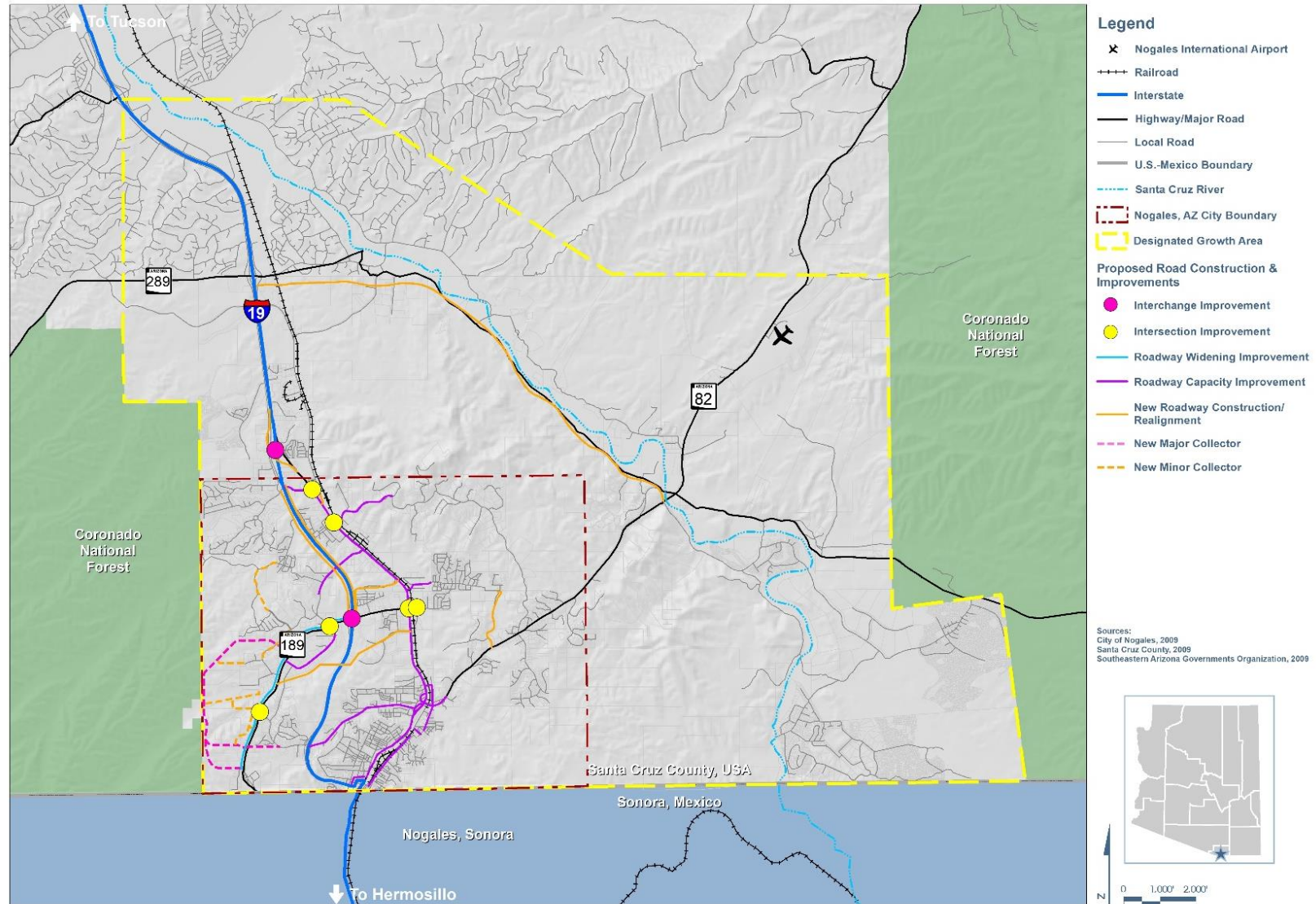


Source: Arizona Department of Transportation Functionally Classified Roads, 2015 and Nogales General Plan 2011



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EXHIBIT 10: PROPOSED NEW ROAD CONSTRUCTION AND IMPROVEMENTS (NOGALES DESIGNATED GROWTH BOUNDARY)

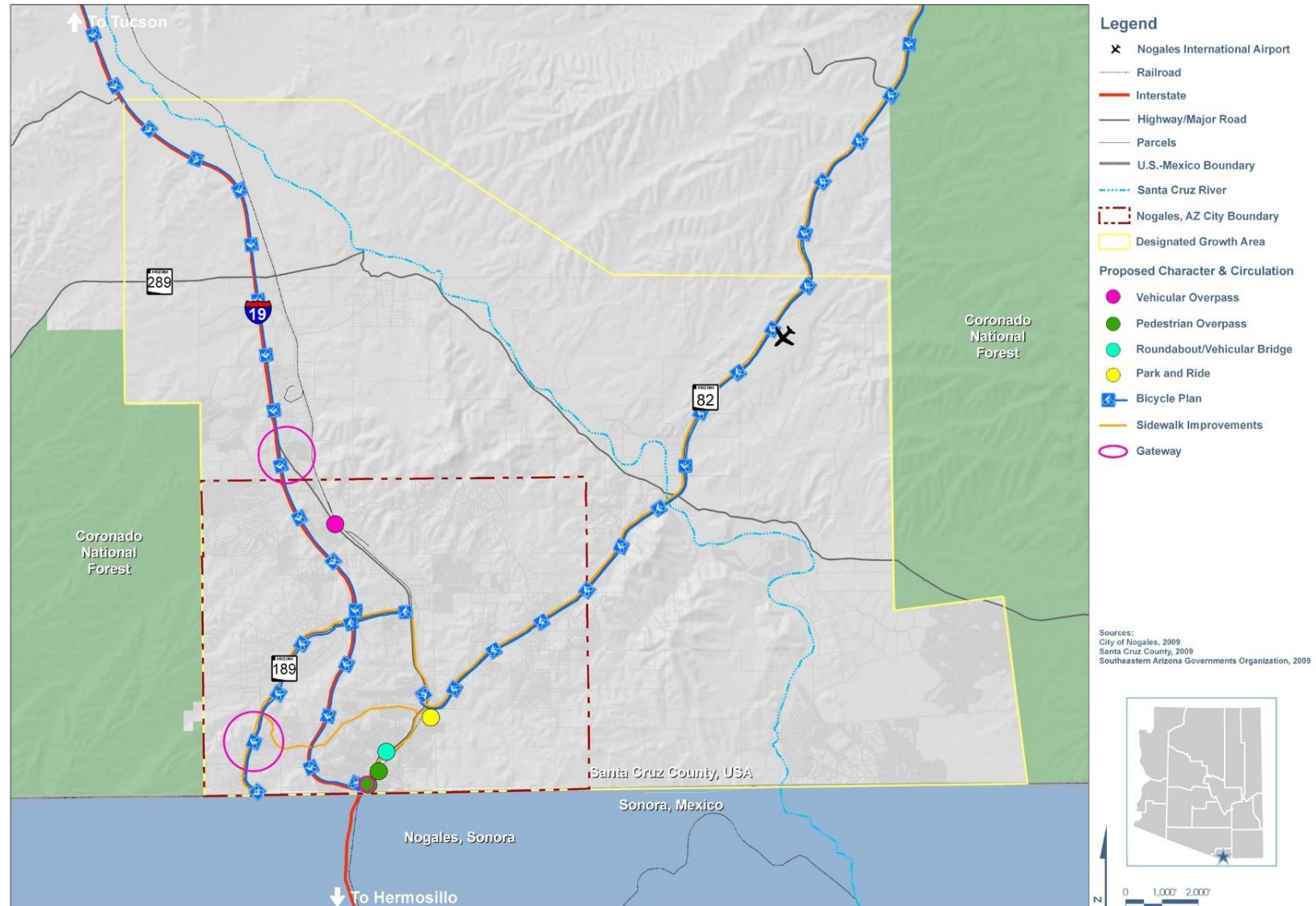


Source: City of Nogales Public Works Department, 2018



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EXHIBIT 11: PROPOSED CHARACTER AND CIRCULATION IMPROVEMENTS (NOGALES DESIGNATED GROWTH AREA)



Source: City of Nogales Public Works Department, 2018



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Transportation and Circulation Goals and Policies

Goal 1: Support a safe, convenient and efficient multimodal transportation network.

Policy 1: Continue to support a safe, convenient and efficient level of service standard for all motorized and non-motorized transportation systems within the Nogales Designated Growth Area that:

1. Meets the community's current and projected transportation and circulation needs;
2. Furthers the City's economic development goals established in the Economic Development Element;
3. Ensures appropriate traffic flow throughout the Designated Growth Area;
4. Takes into consideration Santa Cruz County and Arizona Department of Transportation long-range regional transportation goals; and
5. Supports the proposed I-11 (Nogales/Wickenburg) segment as a major economic development transportation corridor

Policy 2: Continue to support the comprehensive, multimodal transportation network needed to serve existing and planned development.

Implementation Measures:

- a) Continue to coordinate regional route improvements with Santa Cruz County and the Arizona Department of Transportation to ensure that all regional route improvements further the policy direction provided in this General Plan.

- b) Require that all major and minor arterials within the Designated Growth Area maintain a "D" Level of Service or higher in order to maintain traffic flow.
- c) Require that all development proposals analyze proposed development traffic impacts on the existing roadway network.
- d) Review all proposed roadway improvements prior to scheduling such improvements in the Capital Improvements Plan to determine if such improvements further the policy direction provided in this General Plan.
- e) Where the roadway is maintained and/or operated by another authority, notify such agency in writing if any identified roadway improvement plans are not consistent with the policy direction provided in this General Plan.
- f) Implement the *Unified Nogales Santa Cruz County Transportation Plan*.
- g) Require that all development, Area Plans and Planned Area Developments:
 - a. Conform to the policy direction provided in this element;
 - b. Support the functional classification adopted on Exhibit 8 provided in this element;
 - c. Incorporate all the connectivity, transportation and circulation improvements adopted on Exhibits 8, 9, and 10 and the concepts included in this element;
 - d. Support all the connectivity requirements included in the Parks, Recreation, Trails and Open Space, Element.
 - e. Support the transportation and circulation needs of the corresponding planning area in conformance with the Land Use Element and the Growth Areas Element.



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Goal 2: Establish a safe and convenient pedestrian and bicycle circulation system linking residential communities with public parks and other key destinations.

Policy 1: Develop El Paseo de los Nogales, a multiuse trail running parallel to Grand Avenue, to enhance connectivity throughout the City and encourage alternative access and modes of travel.

Policy 2: Support investment in good sidewalks, pedestrian-friendly streets, crosswalks, bike lanes, street art, and landscaping.

Policy 3: Provide bicycle lanes and sidewalks in conjunction with new developments and along arterial and collector streets where the right-of-way exists.

Implementation Measures:

- a) Continue to work with ADOT and Union Pacific Railroad, as well as major local, regional and state agencies and stakeholders, to create El Paseo de los Nogales along Grand Avenue to enhance the character, connectivity, walkability and economic viability of the City while encouraging alternative access and modes of travel.
- b) Perform a "walkabout" of Nogales that includes public parks and key destinations to identify areas of pedestrian conflict and enhance connectivity on areas of pedestrian conflict.
- c) Prioritize investment in sidewalks, pedestrian-friendly narrow streets, crosswalks, bike lanes, on-street parking, public art and landscaping in the Capital Improvement Plan.
- d) Adopt and implement standards for construction of pedestrian and bicycle crossings on arterial and collector streets.
- e) Require new development to provide bicycle lanes and sidewalks that connect with the established circulation system where feasible and appropriate.

- f) Require the provision of bicycle lanes and sidewalks on road widening or road improvement projects along arterial and collector streets where the right-of-way exists.

Goal 3: Improve traffic circulation throughout the City.

Policy 1: Continue to work with Union Pacific Railroad and ADOT to support safe and convenient pedestrian, bicycle, and vehicular connectivity throughout the City.

Policy 2: Work with the appropriate jurisdictions and agencies to address citywide traffic circulation concerns and issues.

Implementation Measures:

- a) Identify appropriate and practical locations for safe railroad crossings through continued coordination with Union Pacific Railroad and ADOT.
- b) Identify cross-town circulation issues and concerns as they arise and work with the appropriate jurisdictions and agencies to address issues.

Goal 4: Enhance accessibility to modes of transportation.

Policy 1: Improve accessibility to downtown for all major modes of transportation through the provision of adequate parking areas, bike lanes, crosswalks and sidewalks.

Policy 2: Create streetscapes that are pedestrian-scaled, inviting, adequately landscaped and maintained.

Policy 3: Support investment in good sidewalks, narrow streets, crosswalks, bike lanes, on-street parking, street public art, community entry gateways and landscaping.



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Implementation Measures:

- a) Provide wayfinding downtown for tourists and local visitors.
- b) Conduct a parking assessment in Centro Cultural to identifies existing parking, potential locations for additional parking and incorporate an implementation plan for the provision of new parking areas or parking structures in the Nogales Downtown area.
- c) Require all new development to provide multimodal connectivity and access.

Goal 5: Recapture a portion of the visitors utilizing the Nogales ports of entry to enhance the economic sustainability of the City.

- Policy 1: Provide the multimodal connectivity necessary to attract visitors to Centro Cultural, Nogales Historic Downtown and the diverse planning areas to increase revenues streaming from retail and services.
- Policy 2: Participate in studies that address the local traffic impacts of port of entry users on the road infrastructure.
- Policy 3: Support studies that identify the revenues resulting from visitors entering the U.S. through the Nogales ports of entry.
- Policy 4: Recapture a portion of the dollars entering the economy to provide a safe, efficient and convenient multimodal transportation network.

Implementation Measures:

- a) Provide wayfinding and information directories that inform visitors about Nogales' attractions at strategic locations.
- b) Continue to support an Economic Development Strategy that promotes quality commercial and retail development in close proximity to Nogales' major ports of entry.
- c) Participate in and/or conduct studies that address the local traffic impacts of port of entry uses on the road infrastructure.
- d) Work with the University of Arizona to develop studies that identify the economic impact of Mexican visitors in the State of Arizona, Santa Cruz County, and Nogales as a result of visitors entering the U.S. through Nogales' ports of entry.
- e) Work with all applicable agencies and stakeholders to recapture a portion of the dollars entering the economy to provide a safe, efficient and convenient multimodal transportation network.
- f) Establish major highways as commercial corridors supporting a variety of commercial, service, hotel and hospitality, industrial and employment uses and workforce housing.

Goal 6: Minimize border crossing congestion.

- Policy 2: Coordinate new development with port of entry circulation needs.

Implementation Measures:

- a) Work with Department of Homeland Security to find solutions to long wait times for border traffic.
- b) Coordinate planning for growth areas and new port development with the Department of Homeland Security, ADOT, Santa Cruz County and other agencies as appropriate.



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- c) Identify and evaluate additional border crossing sites as needed.
- d) Direct local border traffic to the Morley Gate and the Dennis DeConcini ports of entry.
- e) Consider the establishment of a park-and-ride at the Mariposa Port of Entry including a shuttle service to Historic Downtown, commerce, and amenities to increase the number of visitors spending money in the City, while alleviating vehicular traffic.

Goal 7: Develop major gateways into the City that are visually appealing, inviting and contribute to Nogales' character and sense of place.

Policy 1: Establish major gateways into the City that incorporate landscaping and public art and further contribute to Nogales' character and sense of place.

Policy 2: Ensure that gateways into the City reflect the character and charm of Nogales and celebrate Nogales as Arizona's Premier Port of Entry.

Implementation Measures:

- a) Develop major gateways into the City that incorporate appropriately-scaled landscaping and public art and conform to the policy direction provided in the Land Use Element.

Goal 8: Continue to strengthen successful partnerships with the appropriate jurisdictions and agencies to further the transportation goals and policies provided in this General Plan.

Policy 1: Continue to work with the appropriate agencies to support successful strategic partnerships that further the transportation goals and policies provided in this General Plan.

Implementation Measures:

- a) Continue to nourish successful strategic partnerships with:
 - a. U.S. Department of Homeland Security (DHS);
 - b. U.S. Customs and Border Protection (CBP);
 - c. U.S. Port Authority;
 - d. U.S. Department of Transportation (DOT)
 - e. Federal Highway Administration (FHWA)
 - f. Arizona Department of Transportation (ADOT);
 - g. SEAGO
 - h. Santa Cruz County Department of Transportation.
 - i. Ayuntamiento de Nogales, Sonora;
 - j. Nogales Airport Authority;
 - k. CANAMEX;
 - l. Arizona Office of Tourism;
 - m. Arizona Commerce Authority (ACA);
 - n. Union Pacific Railroad
 - o. All ED partners



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Morley Avenue Street Concept Showing Enhanced At-grade Pedestrian Crosswalks, Streetscapes, Façade Improvements, Shuttle Pull Out, Parking and Public Realm Definition



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Morley Avenue Street Concept Showing Enhanced Streetscapes, Façade Improvements, Shuttle Pull Out, On-street Parking and Public Realm Definition



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Frank Reed Road Multimodal Concept



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Paseo de Los Nogales Concept for Morley Avenue



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Paseo de Los Nogales Concept for Grand Avenue



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Gateway Concept Grand Avenue Entrance to the City



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Cultural Heritage/Historic Element

The City of Nogales has a unique and extensive patrimony of historic and cultural resources that already creates a strong “character, identity, and sense of place” and is a fundamental and irreplaceable community asset. Protection, enhancement and preservation of this patrimony is essential to the prosperity and welfare of the City of Nogales.

This element recognizes the efforts of the City of Nogales Cultural Heritage Commission created by the City of Nogales Cultural Heritage Ordinance (Ordinance Number 099-04-01). The City of Nogales recognizes that, in the past, culturally significant resources in Nogales have been needlessly lost and that losses of this kind cannot be repeated.

Goals and Policies

Goal 1: Protect against the possible loss of unrecoverable cultural and historic resources.

Policy 1: Enforce, review and update as needed the adopted Cultural Heritage Ordinance.

Policy 2: Promote the arts and cultural heritage city-wide.

Policy 3: Assess short term and long term facility needs for cultural activities and provide spaces and facilities to meet those needs.

Implementation Measures:

- a) Support the Cultural Heritage Commission created by the Cultural Heritage Ordinance.
- b) Ensure that the various elements of the Nogales General Plan reinforce the intent of the Cultural Heritage Ordinance.
- c) Implement the Cultural Heritage Districts created in the Cultural Heritage Ordinance.
- d) Implement the Historic Design Guidelines to guide the preservation, rehabilitation, restoration and reconstruction of historical structures in the City of Nogales.
- e) Implement tax incentives to protect historic resources in the City of Nogales.
- f) Preserve Nogales’ character and sense of place through celebration of Ambos Nogales and its rich history, heritage and culture in festivals, parades, and street fairs.
- g) Work with the Community and major stakeholders to identify public/private partnerships and funding sources needed to facilitate the creation of a Performing Arts center.
- h) Work with artists and arts groups to develop an effective marketing and publicity plan that promotes and reinforces the authenticity of the international Nogales cultural and arts experience. Target Nogales residents as well as visitors as part of this marketing effort.
- i) Involve existing arts-promotion organizations and foundations, youth organizations and local schools in promoting the arts and cultural heritage throughout the community.



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Goal 2: Preserve Nogales' cultural heritage resources not only to save culture, history, and aesthetics, but as an economic asset for Nogales.

Policy 1: Preserve Nogales' cultural heritage resources to enliven the City's culture, history and aesthetic.

Policy 2: Utilize Nogales' cultural heritage resources as economic assets to:

1. Make Nogales more attractive to residents and visitors;
2. Attract visitors and increase revenues from heritage tourism;
3. Create a venue for the growth of cultural activities and programs;
4. Lure the film industry for production; and
5. Reinforce the sense of place that makes Nogales unique in Arizona.

Policy 3: Develop a tourist-based/place-based economy in Nogales that promotes the cultural heritage resources of the City.

Implementation Measures:

- a) Create a marketing campaign that promotes and enhances cultural heritage and eco-tourism in Nogales and coordinates tourism planning with surrounding communities.
- b) Create a Visitors Center to showcase tourism opportunities in Nogales and educate visitors on Nogales' rich history, heritage and culture.

Goal 3: Create an attractive Downtown that serves as a destination for residents and visitors.

Policy 1: Develop a Downtown Revitalization Strategy that coordinates building preservation, building rehabilitation and building restoration with a focus on mixed-uses, mixed-incomes and urban diversity.

Policy 2: Use incubation, production, and exhibition of the arts – fine, media, and performing – as an engine for social, cultural, and economic revitalization of Nogales with a focus on the downtown area.

Policy 3: Marry urban building cultural resources with a vibrant working artist community as a formula for the rebirth of the economic vitality of the downtown area.

Policy 4: Promote and support the development of flexible, affordable and diverse arts work and performing space.

Implementation Measures:

- a) Develop a Downtown Revitalization Strategy that coordinates building preservation, building rehabilitation and building restoration with a focus on mixed-uses, mixed-incomes and urban diversity.
- b) Seek assistance of ArtSpace a national non-profit developer specialized in the adaptive reuse of historic buildings into mixed-use low-rent live-work art space for the incubation, production and exhibition of the arts as an engine for revitalization.
- c) Develop an Economic Development Strategy that promotes Downtown Nogales as a community with a distinct urban fabric, historic buildings, cultural resources and a vibrant working artist community.



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- d) Provide affordable housing/studio space for artists and develop an incentive program to recruit and retain artists willing to relocate to this area.

Goal 4: **Aggregate and inventory cultural heritage resources in each planning area where they are most effective as urban economic and social development strategies.**

Policy: Consider and allocate cultural heritage resources as appropriate within each planning area in the policy direction for this General Plan.

Implementation Measures:

- a) Facilitate the preservation of cultural resources that build on each other and can be reinforced with sympathetic contemporary infill development and public streetscape improvements that knit together a vibrant district.





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Housing Element

The City of Nogales recognizes that good housing is the building block of excellent neighborhoods and excellent neighborhoods are the building blocks of great community. The intent of the housing element is to derive housing policy from a concrete assessment of the existing housing data and characteristics to insure compatibility and cohesiveness with the existing residential development. In addition, the City recognizes the importance of providing an appropriate balance of housing options within the community to ensure that residents' diverse living needs are met and to encourage people to live, work, learn, grow, age in place, and play in Nogales rather than commuting from surrounding communities.

This element is based on the results of the *Nogales Housing Assessment and Strategic Plan*, prepared by the Arizona Department of Housing and Urban Development in collaboration with The Drachman Institute and presented to the City of Nogales and the Santa Cruz Affordable Housing Partners, July 28, 2008, housing characteristics based on U.S. Census Bureau decennial count comparisons, including:

- Housing occupancy (occupied and vacant units);
- Housing tenure (owner-occupied and renter occupied units);
- Housing vacancy rate and;
- Householder characteristics (average household size, and Hispanic or Latino Households).

According to the U.S. Census Bureau, of the 20,837 population reported in the last decennial census, a total of 19,793 persons, or 95 percent, identified as Hispanic or Latino, and only 1,044 persons, or 5 percent, were not Hispanic or Latino. Demographic and housing characteristics are summarized in the *Background and Current Conditions* volume of this General Plan.

This element takes into consideration housing needs to support the 2020-2050 housing needs projections based on demographic and housing analysis also summarized in the *Background and Current Conditions* volume of this General Plan. The Economic Development element addresses residential growth as a strategy to reduce commuting and support the long-term viability of the City.

The City defines housing affordability to include all income ranges. Providing a higher quality and diversity of housing types for renters and owners of all income ranges assists the City in achieving long-term viability.

Housing Affordability for All Income Ranges

The City defines housing affordability to include all income ranges. Providing a higher quality and diversity of housing types for renters and owners of all income ranges assists the City in supporting an equitable housing strategy that provides housing for all community members and furthers the City's long-term viability and healthy community goals.

Housing Need to Support Healthy Growth and Expansion

Federal employees working for a variety of government entities in Nogales endure daily commute times due to the lack of master planned communities offering the housing diversity and the amenities desired. To stimulate healthy and needed growth, the City is readily working to attract the type of residential development needed to stimulate the Nogales economy.



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Housing Element Goals and Policies

Goal 1: Provide equitable housing opportunities in Nogales.

Policy 1: Develop affordable quality housing for all income ranges to create a higher standard of living.

Implementation Measures:

- a) Continue to support programs that foster homeownership.
- b) Take part in private/public partnerships to promote affordable owner-occupied units.
- c) Encourage mixed-use and housing development in the Downtown area to promote higher densities and levels of affordability and to create a more vibrant city center.
- d) Promote incentives for housing ownership to artists including adaptive reuse of underutilize historic buildings in the Downtown area.
- e) Contact ArtSpace the nation's leading non-profit developer dedicated to providing safe, affordable, equitable space for residents and commercial tenants including rehabilitation of old buildings into live/work development for artists.
- f) Provide density bonuses for housing developments either for sale or rental that provide more than 15 percent of the total units affordable to low income households.
- g) Explore opportunities to support mixed-use and residential development that includes Low-Income Housing Tax Credit (LIHTC) dollar-for-dollar tax credit for affordable housing for seniors and other residents with housing needs.

Goal 2: Establish a diversity of housing types.

Policy 1: Support housing in Nogales that offers a variety of housing types.

Policy 2: Ensure that housing development efforts in Nogales are inclusive and serve the needs of all populations, including the elderly, people with disabilities, people with low incomes, the homeless, individuals and families in crisis, and workforce housing.

Policy 3: Work to overcome the constraints on the development of new housing.

Implementation Measures:

- a) Encourage a diversity of housing types, including urban housing, mixed-use, live-work, lofts, quality subdivisions, master planned residential communities including a diversity of housing types in appropriate areas.
- b) Explore establishment of a land banking program to meet specific local priorities and to acquire, hold, manage and disburse property with clear title and turn such vacant properties into community assets.
- c) Promote incentives for the establishment of workforce housing, especially in the Centro Cultural planning area and in other areas that benefit from workforce housing.
- d) Establish a CDBG and/or HOME program that provides loans and grants to make it easier for people with disabilities to:
 - a. Afford accessibility modifications to their existing homes;
 - b. Build new barrier-free design housing; or
 - c. Pay for their special housing needs.



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- e) Identify local, state, federal and private sources of financial support and investigate possibilities to form partnerships with non-profit housing, including Chicanos Por La Causa, Habitat for Humanity and other groups to assist in the development of housing for seniors.
- f) Identify constraints on the development of new housing, especially: difficult topography, zoning inflexibility, limited infrastructure (sewer and water networks), and the complexity of permitting. Work to find methods to eliminate barriers.
- g) Coordinate housing development and related housing programs with:
 - a. Private market developers
 - b. The City of Nogales Housing Authority
 - c. Non-profit housing and community development organizations;
 - d. The U.S. Department of Housing and Urban Development
 - e. The Arizona Department of Housing

Goal 3: Encourage the rehabilitation of the existing housing stock.

- Policy 1: Provide incentives for housing rehabilitation for rental and ownership markets.
- Policy 2: Facilitate improvements to sub-standard housing, i.e., housing that is overcrowded, lacking adequate facilities, unhealthy, and/or unsafe.

Implementation Measures:

- a) Establish a Rehabilitation Program that includes loans and grants to address improperly maintained and/or aging residential and rental buildings.
- b) Develop rehabilitation funding sources from a variety of potential funding mechanisms including state and federal government agencies, low-income tax credits, housing authorities, and/or non-profit groups.
- c) Adopt permitting and zoning mechanisms in appropriate target areas that facilitate the development of extended-family household additions and new secondary residential structures to alleviate overcrowding conditions.

Providing housing opportunities in close proximity to employment centers and recreational areas promotes the City's healthy community goals, supports active and healthy lifestyles, increases the quality of life of residents, encourages people to live, work, learn, grow, and play in Nogales, further contributing to Nogales sense of community and reinvesting in the long-range viability of the City.

Goal 4: Create walkable employment centers that encourage people to live, work, learn, grown, and play in Nogales.

- Policy 1: Encourage a variety of housing developments near employment centers and recreational amenities to create areas for people to live, work, learn and play in Nogales.
- Policy 2: Use housing to lead the way in the revitalization of a mixed-use Downtown and the growth of a vibrant city center.
- Policy 3: Capture the Nogales workforce housing market demand currently leaking out to adjacent residential communities such as Rio Rico, Patagonia, Tubac, Sahuarita, and others.



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Implementation Measures:

- a) Provide the appropriate zoning mechanisms to allow mixed-use developments.
- b) Require new developments of large tracts of lands to be planned in an integrated manner to incorporate areas where people can live, work, learn, grow and play using Planned Area Development as the implementation tool.
- c) Create a Downtown Revitalization Strategy that focuses on the establishment of mixed-use city centers in Centro Cultural.
- d) Promote housing for a downtown workforce as the first wave of a long-term housing strategy for a wide range of income groups and household/family types.
- e) Create a workforce housing coalition that works to encourage the development of workforce housing in Nogales.
- f) Promote incentives for the establishment of workforce housing, especially in the downtown area, through density bonuses and zoning and land use changes.
- g) Form public/private partnerships that utilize Community Reinvestment Act funds that can be invested in workforce housing.
- h) Create and promote programs that encourage energy efficiency improvements for affordable housing.
- i) Work in collaboration with the utility company to provide and promote energy efficiency incentives.



Example of Mixed-use Lofts Appropriate for Centro Commercial



Mixed-use Historic Revitalization Concept Appropriate for Nogales' Centro Cultural with Retail Uses on Ground Level and Residential Uses on Second Floor



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Parks, Recreation, Trails and Open Space

Residents of Nogales place a high priority in the development of a comprehensive system of open space, parks, recreation and trails that provides connectivity throughout the City of Nogales and its Designated Growth Area. Parks, trails and open space should make up part of the natural fabric of the community and provide a sense of place and identity.



Visitors to Nogales are sometimes startled to see the wooded hills and waving grasslands, so different from their sandy desert expectations of southern Arizona. The region is characterized by “sky islands,” the ridges of mountains rising from the valley floors of the “basin and range” landscape. Many visitors come from beyond the City’s designated service area to utilize parks and open spaces for recreation in the Nogales area.

Nogales’ excellent year-round weather, abundant birding, hiking and biking opportunities, and its beautiful landscapes and mountain views, draws visitors from around the world who are looking to take advantage of the City’s natural environment.

Coronado National Forest Nogales District

The Coronado National Forest is a United States National Forest that includes an area of about 1.78 million acres (7,200 km²) spread throughout mountain ranges in southeastern Arizona and southwestern New Mexico. It is located in parts of Cochise, Graham, Santa Cruz, Pima, and Pinal Counties in Arizona, and Hidalgo County in New Mexico.

The national forest is divided into five ranger districts, which are not contiguous; each consists of multiple sky island mountain ranges. The Nogales Ranger District comprises four mountain ranges north and west of Nogales, Arizona. These ranges are the Santa Rita, Tumacacori, Pajarito, and San Luis Mountains. Included in this area are Mount Hopkins, Mount Wrightson, and Madera Canyon, all located in the Santa Ritas. In the early 20th century, this area included two national forests which were absorbed into Coronado: Santa Rita National Forest and Tumacacori National Forest.

In addition to its scenic quality, The Coronado National Forest Nogales District provides full access to a wide range of recreational and eco-tourism opportunities for nature, bird watching and outdoor lovers.

Sky Islands

In Nogales, nature organizes itself in vertical neighborhoods in the sky islands, with ecosystems changing every thousand feet or so from the valley floor to the mountain peaks. Well-marked hiking trails radiate in every direction for every level of experience. Pick your distance.



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Pick your degree of difficulty. Make it an hour along the old rail bed, a day in the Coronado National Forest, or a week in the back country along the state-long Arizona Trail. More than 200 varieties of birds live in this ecosystem or pass through it in annual migrations, making bird watching a common, and successful, endeavor in any season. Cycling enthusiasts flock to Nogales, making time along the rolling roadways or riding the mountain trails. Fishing in well-stocked lakes is another “desert” surprise around Nogales.

Pajarita Wilderness (Nogales District)

The Pajarita Wilderness within the Coronado National Forest Nogales District encompasses a total of 7,553 acres and is managed by the Forest Service. All of the Wilderness is in the state of Arizona. In 1984 the Pajarita Wilderness became part of the now over 109 million acre National Wilderness Preservation System. In wilderness, visitors can enjoy challenging recreational activities and extraordinary opportunities for solitude.

Two major trails lead into the Pajarita Wilderness, the only Wilderness in the Coronado National Forest not located on the high slopes of a mountain range. The Sycamore Canyon Trail #40 leads downstream in that showplace of biological diversity, past riffles and pools that hold water year-round. The Border Trail #45 skirts the international border from the Summit Motorway, a rough 4-wheel drive road that parallels the eastern edge of the Wilderness, to a junction with the Sycamore Canyon Trail #40.

Tumacácori National Historical Park

Mission San José de Tumacácori is located on highway I-19 about 18 miles north of Nogales and was first listed in 1691 as an outlying visita (a mission station without a resident priest) by the famous Jesuit missionary Father Eusebio Francisco Kino. The visitor center is a National Historic Landmark and includes a museum. Visits to Calabasas and Guevavi can be arranged at the park's headquarters. A trail connects Tumacácori and Tubac along

the Santa Cruz river through beautiful riparian habitat containing cottonwoods and mesquite. Several large ramadas include interpretive panels about Anza's expeditions and the natural history of the area.

Juan Bautista de Anza National Historic Trail

In 1775-76, Juan Bautista De Anza led some 240 men, women, and children on an epic journey to establish the first non-Native settlement at San Francisco Bay. Today, the 1,200-mile Juan Bautista de Anza National Historic Trail connects history, culture, and outdoor recreation from Nogales, Arizona, to the San Francisco Bay Area.



The Juan Bautista de Anza National Historic Trail starts here. Anza began recruiting settlers and soldiers in the Spring of 1775. They assembled in San Miguel de Horcasitas (now in Mexico) and departed on September 29, 1775, heading north. The final assembly was at Tubac Presidio, where they left Spanish civilization behind and traveled 890 miles to Monterey, California.



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Opportunities for Eco-tourism

Nogales USA, "A Greater Nogales Coalition" in partnership with the Greater Nogales Santa Cruz County Port Authority, Nogales Community Development, Nogales-Santa Cruz County Economic Development Foundation features nature and outdoors under its recreation and travel economic development initiatives.

The coalition describes Nogales, Arizona, as "a natural wonder and a living example of cross-cultural vitality." It provides a picture of a destination, a "community that took root long ago in a narrow mountain pass that encouraged north-south travel through a steep, rugged landscape." And it describes flat, well-watered valleys on either side. "The elevation of 4,000 feet moderated the heat of the day. Good water. Good weather. A perfect place, an oasis meeting many human needs. And so, it is today."³

"Located only 70 miles south of metropolitan Tucson, Nogales presents a face that is both foreign and familiar, easy to get to but feeling like a place apart. The border here is a byway, not a barrier. Laughter and music are heard on either side, and friendly faces smile and nod in passing. The influences of Hispanic, Mexican, European, native, and Anglo cultures are seen, felt, and tasted everywhere in and around Nogales. History is part of our everyday lives. And, with an average daily temperature of 60 degrees and 350 days of sunshine every year, Nogales invites an outdoor life, an international attitude, and a sense of adventure."⁴



Sycamore Canyon, Pajarita Wilderness

Parks and Recreation

The City of Nogales owns and maintains two community parks for family gathering, Teyechea Park (behind City Hall) and Anza Park. The City maintains tennis courts at two separate locations: Madison Tennis Courts located at 100 E. Madison and Anza Tennis Courts located at 1020 N. Kitchen St. Teyechea Park is in Phase II of major park improvements.

The City operates and maintains a multipurpose recreation center and maintains two public swimming pools. One is located at the Recreation Center and the other is located on the campus of Wade Carpenter Middle School. The City operates and maintains one baseball field, one little league field, two junior size baseball fields and two soccer/multi-purpose fields.

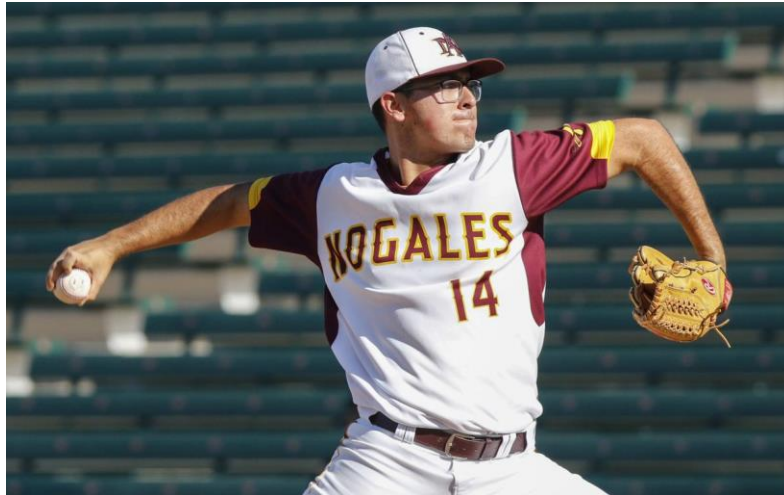
³ Nogales USA website, Recreation and Travel section at nogalesusa.com

⁴ Ibis.



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In partnership with NUSD #1, the City constructed a soccer field with walk around track on the campus of Challenger Elementary School. The field is used by students during the school day. All additional use is scheduled thru the City's Parks and Recreation Department. The use of these fields is mainly for league, program, tournament play, and large community special events. Practice on these fields usually runs concurrent with each particular sport. Practice time may be reserved if the field(s) are available.



El Paseo de los Nogales & Nogales River Walk

The City of Nogales is currently working with the ADOT in the initial design stages of a segment of El Paseo de Los Nogales, a multiuse trail spine along Grand Avenue, providing the connectivity desired by Nogales residents and supporting the revitalization of Grand Avenue.

Nogales Riverwalk will provide an enhanced recreational amenity that will further contribute to Nogales' identity and sense of place. Exhibit 11 sows proposed connectivity improvements. Exhibits 12 shows connectivity to planned and existing recreational amenities and Exhibit 13 show regional connectivity.

This element provides the 2020 Vision of Nogales and the broad policy direction for parks, recreation, trails and open space within Nogales and its Designated Growth Area. The Land Use Element provides the area-specific goals, policies and implementation measures directing development in the City. In conjunction with the Transportation and Circulation Element, this element, provides the framework for the provision of quality open space, parks, recreation facilities, bicycle routes, trail systems and the place-making quality environment envisioned by the community, supporting active and healthy lifestyles.

The main objective of this element is to provide guidance for the establishment of appropriate Levels of Service for the provision of open spaces, parks, recreation facilities and trail systems within the City and its designated Growth Area. Additional policy direction for each planning area is provided in the Growth Areas Element, the Land Use Element and the Transportation and Circulation Elements.





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Parks, Recreation, Trails and Open Space Goals and Policies

Parks, trails and open spaces provide a community with a sense of place and identity and enhance the livability of Nogales. A diverse range of active and passive recreation opportunities will meet the needs of Nogales' existing and future neighborhoods and further the 2020 Vision of Nogales. The City already has recreational amenities but lacks a comprehensive master plan to ensure coordinated planning efforts for future and existing recreational amenities.

Goal 1: Provide a diverse range of active and passive recreation opportunities in Nogales and align these efforts with economic development efforts.

Policy 1: Prepare, adopt and implement an Open Space, Parks, Recreation and Trail System Master Plan that addresses open space, parks, recreation and trail system as well as opportunities for eco-tourism.

Policy 2: Provide for a variety of recreation facilities and programs that meet the community's current and projected needs.

Policy 3: Require new development to provide connectivity to existing and proposed parks, pedestrian, bicycle and nature trail systems to enhance the sense of place and character of Nogales, support healthy active lifestyles and connect the different areas of the City.

Implementation Measures:

- a) Prepare an Open Space, Parks, Recreation and Trail System Master Plan that:

- a. Defines east-west walking, biking and hiking system throughout Nogales in conformance with the Transportation and Circulation Element and provides connectivity to major north-south corridors such as El Paseo de Los Nogales, the Juan Batista De Anza Trail, and the Santa Cruz River Corridor;
 - b. Provides connectivity to the Coronado National Forest and other regional open spaces and riparian areas;
 - c. Identifies standards for passive and active recreation that exceed national minimum standards;
 - d. Establishes a hierarchy of parks that includes pocket parks, neighborhood parks, community parks, and regional parks and provides appropriate standards for the development of these parks;
 - e. Identifies the types of passive and active user-based recreation facilities needed to support the needs for the existing and projected population;
 - f. Identifies funding opportunities for acquisition and maintenance of parks and trails;
 - g. Identifies public/private partnerships that will foster this endeavor; and
 - h. Identifies best location for a regional park in Nogales
- b) Require all new developments to install sidewalks and provide bicycle and trail connectivity.
 - c) Require protection of high value ecological features including existing wildlife corridors and riparian areas.
 - d) Provide opportunities for community input in the planning, site selection, and design of parks or recreation facilities to ensure neighborhood and community needs are met.



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- e) Continue to support events such as a “Runner’s Run” tour connecting all current City parks and major landmarks and the annual bike “Tour de Nogales” that takes advantage of the hills.

Goal 2: Preserve, protect and enhance the integrity and quality of existing parks and recreation citywide.

Policy 1: Protect, maintain and upgrade existing public parks and recreational facilities city wide.

Implementation Measures:

- a) Protect existing public parks and recreation facilities from new non-residential development encroachment through the provision of landscaped buffers and density/intensity transitions.
- b) Identify and secure funding as part of the annual Capital Improvements Program for protecting, preserving, maintaining and upgrading public parks and recreation facilities and programs citywide.
- c) Consider charging park user fees or permits at park locations to users that live outside of the Nogales’ designated service area..
- d) Maintain and expand citywide recreation programs to keep up with demographic changes.
- e) Work in partnership with Home Owner Associations to ensure maintenance of existing parks within private developments.
- f) Require that all development, Area Plans and Planned Area Developments conform to the policy direction provided in this element, the Growth Areas Element, the Land Use element, the Transportation and Circulation Element and all other requirements included in this General Plan.
- g) Adopt and maintain adopted Level of Service for open space, recreation, parks and trails.

Goal 3: Provide connectivity and accessibility to major destinations within the Designated Growth Area.

Policy 1: Develop an integrated park, recreation, trails and open space system that provides connectivity and accessibility to:

1. Major planning areas and destinations within the Nogales Designated Growth Boundary;
2. El Paseo de los Nogales;
3. The historic Juan Bautista De Anza Trail and Santa Cruz River Heritage Corridor;
4. Local and regional attractions;
5. The Coronado National Forest; and
6. Santa Cruz County Trail System.

Implementation Measures:

- a) Develop El Paseo de los Nogales as a spine multiuse trail along Grand Avenue designed to enhance citywide connectivity, provide access to all mobility needs, reduce automobile use, encourage alternative modes of travel, and support the revitalization of Grand Avenue.
- b) Locate new parks and recreation facilities within walking distance of existing residential, commercial, mixed-use and employment centers.
- c) Require the equal distribution of regional and community parks and recreational facilities throughout the Designated Growth Area and in locations that provide accessibility through several modes of travel (pedestrian, bicycle, vehicular, public transit).
- d) Require, wherever possible, that new parks and recreation facilities include access to public transit routes for persons with different mobility needs, elderly, teens and the economically disadvantaged.



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- e) Provide new and upgraded parks and recreation facilities that employ barrier-free design principles that make them accessible and safe to all community members regardless of age or physical ability.
- f) Require PADs and subdivisions to incorporate open space, parks and a well-defined, integrated and accessible trail system that provides connectivity to nearby bike routes, trail systems, parks and open space.
- g) Include a balance between programmed and non-programmed use of recreational facilities throughout the Designated Growth Area to increase availability to the greatest variety of users.
- h) Require that all Area Plans and PADs conform to the policy direction provided in this element and satisfy the connectivity, opportunity and availability components for locating and designing new parks and recreation facilities.

Goal 4: Develop El Paseo de los Nogales as a multiuse trail that enhances connectivity and walkability in Nogales.

Policy 1: Develop El Paseo de los Nogales as a multiuse trail along Grand Avenue designed to link the major planning areas of the City, enhance walkability; and include safe pedestrian railroad crossings.

Implementation Measures:

- a) Continue to work with ADOT and Union Pacific Railroad, as well as major local, regional and state agencies and stakeholders, to create El Paseo de los Nogales along Grand Avenue.
- b) Include in the creation of the Open Space, Parks, Recreation and Trails Master Plan the specific guidelines and design criteria necessary to implement the community's vision for El Paseo de los Nogales.

- c) Continue to work with Union Pacific Railroad to adopt design criteria for safe pedestrian crossings.

Goal 5: Develop the Nogales Riverwalk as a regional recreational amenity that contributes to Nogales' identity and sense of place.

Policy 1: Develop a place-making destination river walk that integrates recreational uses along the Nogales Wash.

Implementation Measures:

- a) Work with Santa Cruz County Flood Control District as well as major local, regional and state agencies and stakeholders, to create a Nogales Riverwalk that contributes to Nogales' identity and sense of place and serves as a recreational amenity.
- b) Include specific guidelines and design criteria necessary to implement the community's vision for the Nogales Riverwalk in the Open Space, Parks, Recreation and Trails Master Plan.

Goal 6: Provide an appropriate mix of passive and active recreation within each planning area that supports the overall development intent of the planning area.

Policy 1: Support the development intent of each planning area by providing specific direction for the provision of passive and active recreation.

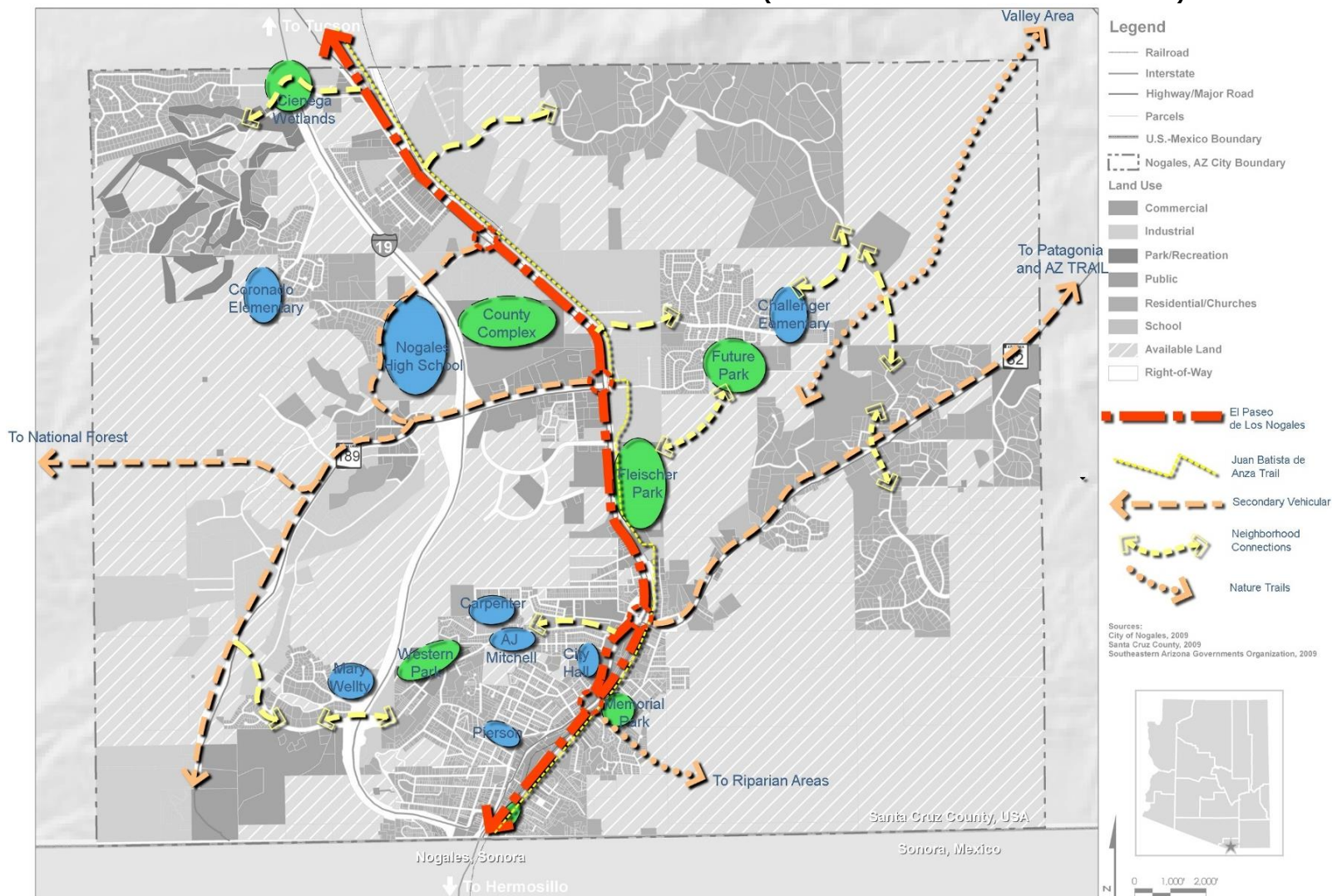
Implementation Measures:

- a) Require that all new development, Area Plans, Planned Area Development and any other implementation tool conforms to this General Plan



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EXHIBIT 12: CONNECTIVITY TO EXISTING AND PROPOSED RECREATION (NOGALES DESIGNATED GROWTH AREA)

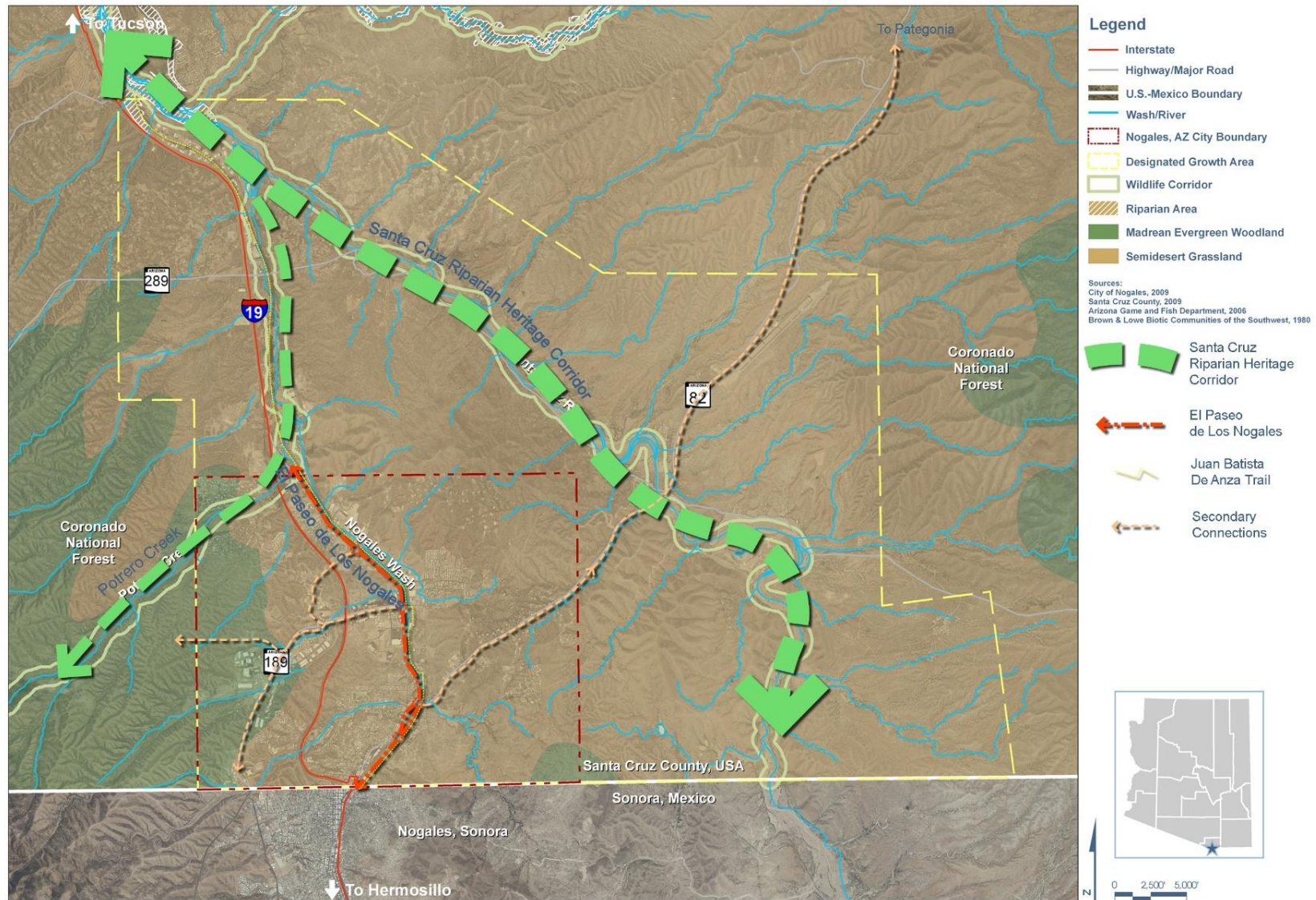


Source: Nogales General Plan Design Charrette, The Planning Center, 2010.



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EXHIBIT 13: REGIONAL CONNECTIVITY



Source: Nogales General Plan Design Charrette, The Planning Center, 2010.



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Environmental Planning Element

Arizona Revised Statutes specifies that a General Plan must include an Environmental Planning Element that contains analysis, policies and strategies to address anticipated effects, if any, of plan elements on air quality, water quality and natural resources associated with proposed development.

The *General Plan Background and Current Conditions* volume provides analysis of environmental opportunities and challenges impacting the Designated Growth Area. This element includes the policy framework necessary to minimize the impacts of development on air quality, water quality, energy conservation and natural resources. The goals, policies and implementation strategies provided in this element address citywide concerns. The policies and strategies under this element have communitywide applicability and shall not require the production of any additional environmental impact statement or similar analysis beyond the requirements of state and federal law.

This Environmental Planning Element ensures that growth and development is balanced with the protection and enhancement of the environmental infrastructure of the City, including natural resources, open space, wildlife habitats, washes and floodplains through the use of healthy community principles that support a healthy environment. This element also addresses energy conservation, recycling, air and water quality. identifies potential flood hazards and provides policy direction for the mitigation of such hazards.

Environmental Planning Goals and Policies

Goal 1: Promote energy efficiency, resource conservation, and the preservation of Nogales' wildlife corridors, wildlife habitats, washes, groundwater and viewsheds.

Policy 1: Protect environmentally sensitive and riparian areas as a resource for eco-tourism.

Policy 2: Cluster development and provide integrated open space.

Policy 3: Incorporate passive and active solar methods and/or wind turbines in new development and redevelopment when feasible.

Policy 4: Investigate new technology that may reduce waste disposal costs and support alternative energy production.

Policy 5: Utilize drought-tolerant vegetation to protect the City's environmental resources, provide shade and protection from summer heat and help reduce the heat island effect.

Implementation Measures:

- a) Create guidelines to preserve and maintain undisturbed riparian vegetation and wildlife habitat and to ensure consistency in staff review.
- b) Promote cluster development that provides integrated open space in new developments using implementation tools such as Area Plans and Planned Area Development.
- c) Establish a Utility Incentive Program to motivate customers to incorporate alternative energy sources into new and existing developments.



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- d) Explore opportunities in cutting-edge technology to reduce solid waste disposal and produce biomass energy.
- e) Adopt a drought-tolerant plant palette that provides guidance for future development along corridors and within the major planning areas to create a distinct sense of arrival to a destination.

Goal 2: Establish mechanisms to manage water consumption.

- Policy 1: Incorporate water conservation, reuse, and rainwater harvesting principles into new development.
- Policy 2: Establish an education program that educates the community on the benefits of water harvesting, drip irrigation and sustainable options for water use and reuse as mechanisms to manage water consumption.

Implementation Measures:

- a) Require that landscape plans for new development include water harvesting and drip irrigation.
- b) Establish a Public Awareness Water Conservation education program that educates the community on the benefits of water harvesting, drip irrigation, and water use and reuse as mechanisms to reduce water consumption.
- c) Establish a Utility Incentive Program for commercial and industrial customers designed to motivate water customers to update or replace their equipment to become more water efficient.

The City of Nogales is designated by the Environmental Protection Agency and Arizona Department of Environmental Quality as a "Non-attainment Area". Major sources of emission in Nogales include unpaved roads, cleared areas, paved roads and emissions generated in Mexico. Implementing programs designed to improve air quality enhances livability supports health and quality of life, and improves viability.

Goal 3: Protect and improve air quality by reducing sources of air pollution.

- Policy 1: Meet Federal and State Air Quality Standards by implementing programs and providing incentives designed to increase air quality and to reduce dust or fine particulate matter and carbon monoxide pollution.
- Policy 2: Promote preservation of existing vegetation and revegetation of disturbed areas and limit premature removal of vegetation to assist in dust control.

Implementation Measures:

- a) Continue to implement the Non-attainment Area State Implementation Plan for the City of Nogales in coordination with the EPA.
- b) Continue to implement programs to reduce dust pollution, such as paving roadways, and adopt and enforce ordinances relating to grading, dust control and construction regulations.
- c) Continue to develop programs to improve connectivity and walkability throughout the City to encourage alternative modes of transportation that reduce emissions.
- d) Partner with Nogales, Sonora, to address regional air quality issues through the implementation of programs designed to reduce emissions from industrial, manufacturing and vehicular sources.
- e) Require preservation of existing vegetation and revegetation of disturbed areas and limit premature removal of vegetation whenever possible through the use of mitigation techniques in development plans, Planned Area Developments and other implementation tools.



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The Nogales Wash has been identified as a major source of possible contaminant contribution to water in the downstream reach of the Santa Cruz River. Implementing programs that improve water quality support a healthy, livable and viable community.

Goal 4: Continue to protect water quality by reducing sources of water pollution.

Policy 1: Continue to meet Federal and State Water Quality Standards by implementing programs designed to increase water quality.

Implementation Measures:

- a) Continue to work with ADEQ to ensure water quality.
- b) Create an education and outreach campaign that educates the community on water quality management.

Goal 5: Maintain and preserve the desert character and environment of Nogales to further the General Plan healthy community and economic development goals.

Policy 1: Retain and enhance where possible, the Sonoran Desert character of the area through the use of context sensitive solutions.

Policy 2: Enhance connectivity (pedestrian and bicycle) throughout the City of Nogales to provide adequate access to Nogales' natural features.

Policy 3: Promote the City as a destination for eco-tourism.

Implementation Measures:

- a) Incorporate Context Sensitive Design into planning decisions whenever possible.
- b) Develop programs to preserve important riparian areas and wildlife habitats.
- c) Continue to develop programs to improve connectivity, walkability and bikeability and ensure adequate access to Nogales' natural features in accordance with the direction provided in this General Plan.

Goal 6: Prevent flood hazards in areas along the Nogales Wash and major drainageways.

Policy 1: Continue to work with the Santa Cruz County Flood Control District to ensure timely mapping revisions of the erosion hazards, floodways and floodplains.

Implementation Measures:

- a) Work with the Santa Cruz County Flood Control District on mapping revisions requests and on applications for floodplain revisions concerning the Federal Emergency Management Agency (FEMA) Letters of Map Revision process.
- b) Obtain the latest available FEMA maps available at the Santa Cruz County Flood Control District.



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Water Resources Element

Arizona Revised Statutes requires a water resources element that describes available water supplies and adequacy to meet current and future needs or that includes a plan to meet future water needs. The *General Plan Background and Current Conditions Volume* identifies available water supplies to meet current demands. This element of the General Plan provides the policy direction to meet future water needs.

The City of Nogales is located within the Santa Cruz Active Management Area (AMA), with Nogales and Rio Rico as the two biggest water users in the municipal sector. With growth rates of 5 to 8 percent per year over the last 10 years, creative water management policies are in place to maintain the AMA goals and meet new water needs if these growth rates continue in the future. In addition, greater development pressure may be coming from the north. Green Valley, located at the northern boundary of the Santa Cruz AMA.

The Santa Cruz AMA crosses international borders into Mexico, requiring bi-national coordination of water management efforts. The Santa Cruz River is one of the main water supply sources for Nogales, Arizona and Nogales, Sonora. As such, the water management policies of Nogales, Sonora, with respect to the use of the Santa Cruz River, may have a direct impact on the volume of water entering the Santa Cruz AMA.

Effluent

According to the Arizona Department of Water Resources (ADWR) 2018 reports, the Santa Cruz relies heavily on treated effluent from the Nogales International Wastewater Treatment Plant, or NIWTP, near Rio Rico. Co-owned by the U.S. Boundary and Water Commission and the City of Nogales, Arizona, the plant is designed to treat nearly 15 million gallons of water daily, which accounts for about 38 percent of the Santa Cruz flow at that point.

Roughly 10 million gallons of that daily capacity are allocated to Nogales, Sonora, a much larger community (pop. 212,500) than Nogales, Arizona (pop. 20,000). On the U.S. side, Nogales and Rio Rico are allocated 4.84 million gallons of capacity. Annually, Nogales, Arizona, uses just 12 percent of the IOI system providing the as-yet untreated sewage to the plant, while the vast majority of the rest flows north across the border from Sonora.

Arizona Water Quality in a Binational Context

Nogales, Sonora is home to a vibrant industrial and manufacturing sector. It hosts ten times the population of Nogales, Arizona. Although Sonora shares storm and wastewater infrastructure with Arizona, it adheres to different regulatory standards for stormwater management, industrial discharge, and operation and maintenance of wastewater-conveyance infrastructure.

Rapid population growth in Nogales, Sonora, has contributed Mexican wastewater discharges above treaty limits by up to three mgd. Although Sonoran wastewater is important in maintaining the flow of the Santa Cruz River, constant excesses may impact the operational efficiency of the NIWTP and the water quality of the downstream environment. In response, the U.S. Environmental Protection Agency (EPA) has supported construction of the Los Alisos Wastewater Treatment Plant (LAWTP) south of the watershed divide in Mexico. Wastewater diverted to the LAWTP protects the operational efficiency of the NIWTP, but comes at the cost of pumping wastewater uphill over an elevation change of 340 feet. LAWTP diversions may shorten the perennial segment of the Santa Cruz River. The river hosts rare aquatic and cottonwood-willow habitat, supports groundwater recharge, and sustains real-estate values in Arizona.



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The U.S. International Boundary and Water Commission (IBWC) is responsible for working with its sister agency in Mexico (CILA) on water-quality and quantity issues in binational watersheds. This presents unique regulatory and environmental challenges for Arizona. In response, ADEQ coordinates with Arizona's Department of Water Resources, EPA's U.S.-Mexico Border 2020 Environmental Program, the Arizona-Mexico Commission, public utilities, professional organizations and non-profits on activities that yield positive environmental metrics for the border region.

ADEQ continues their involvement with the Nogales, Sonora, wastewater and water projects. The focus has been on questions of engineering controls for wastewater spillage during construction, specification of materials resistant to destructive wastewater environments and workplace safety.

Water Resources Goals and Policies

Goal 1: Proactively manage the City's potable water resources.

Policy 1: Maintain a safe and adequate drinking water supply to accommodate the needs of the current and future population.

Implementation Measures:

- a) Periodically update the City of Nogales Water Master Plan to ensure that safe and adequate drinking water supply demands are met.
- b) Require the use of water conservation features, methods and techniques in the design and construction of all new public and private development projects.
- c) Develop programs to promote the use of drought-tolerant plants, water harvesting and drip-irrigation as a component of the landscaped environment for streetscapes and landscaped areas on all new public and private development projects.

- d) Develop programs to reduce water consumption for new projects that have a high-water use requirement.
- e) Locate and develop additional sources of groundwater for potable and non-potable needs as necessary.

Goal 2: Protect the quality of Nogales' water assets.

Policy 1: Protect the quality of Nogales' surface water and groundwater resources.

Implementation Measures:

- a) Adopt a drought tolerant plant palette and provide incentives for its use and the use of water harvesting.
- b) Identify sources of contamination to Nogales' water supply and take the necessary steps in correcting and mitigating those sources.
- c) Continue to work with Nogales, Sonora and the USGS Service office at the University of Arizona to ensure a coordinated approach to watershed management.

Goal 3: Continue to invest in water and sewer infrastructure that provides adequate treatment capacity and reduce pollutant loading in washes, rivers and streams.

Policy 1: Continue to require that water and sewer infrastructure provides adequate treatment capacity and reduces pollutant loading in washes, rivers and streams.

Implementation Measures:

- a) Conduct timely Water and Wastewater Master Plan updates that incorporate adequate treatment capacity and reduction of pollutant loading in washes, rivers and streams.



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- b) Include budget for such updates in the Capital Improvements Plan.
- c) Plan to ensure that water and sewer infrastructure support healthy growth and meets the needs of the existing and projected populations.
- d) Require new development to contribute their fair share of the cost of providing adequate treatment capacity in accordance with the policy direction provided in the Cost of Development element.

Goal 4: Promote coordinated planning between jurisdictions and agencies responsible for potable water, wastewater, and storm water management.

Policy 1: Continue to support a comprehensive and collaborative regional approach to potable water, wastewater and storm water management.

Implementation Measures:

- a) Continue to coordinate with IBWC, ADWR, Santa Cruz AMA, ADEQ, Nogales, Sonora, Mexico, Santa Cruz County and other jurisdictions and agencies to support a comprehensive and collaborative regional approach to potable water, wastewater and storm water management.
- b) Continue to maintain intergovernmental agreements for potable water, and wastewater with all jurisdictions served by the Nogales water and sewer treatment facilities.
- c) Establish, adopt and maintain Level of Service standards for water and sewer facilities.

Goal 5: Engage the public in water conservation strategies to promote stewardship, manage water consumption and protect future water supplies.

Policy 1: Encourage and educate community members on specific water conservation programs and strategies.

Implementation Measures:

- a) Encourage and educate the community on water conservation strategies, including, but not limited to:
 - a. Discouraging the use of turf for residential, commercial and industrial landscapes and streetscapes;
 - b. Encouraging the use of air paved gravel and air grass systems in lieu of turf for sports fields and golf courses;
 - c. Encouraging the use of efficient irrigation systems (drip/low flow) and water harvesting features in all new development or redevelopment;
 - d. Adopting a drought tolerant plant palette;
 - e. Providing incentives for the use drought-tolerant vegetation and water harvesting.





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Public Facilities and Services Element

The Public Facilities and Services Element addresses those public services and facilities owned, managed and operated by the City of Nogales for which the City has jurisdictional responsibility as well as coordination with other service providers, and includes the supporting goals and policies necessary to provide the high-quality services needed to support current needs and future growth.

This Element addresses potable water supply and demand. The Water Resources Element addresses water conservation and water quality and the Environmental Resources Element addresses air quality. The *Background and Current Conditions* volume further describes public facilities and services.

Nogales International Wastewater Treatment Plant

Within the cross-border neighboring cities of Nogales, Arizona, and Nogales, Sonora, or Ambos Nogales, wastewater from both countries is treated at the Nogales International Wastewater Treatment Plant (NIWWTP). Located in Rio Rico, Arizona, the NIWWTP discharges treated effluent to the Santa Cruz River. The Office of Border Environmental Protection (OBEP) currently provides material and technical support to the wastewater utility in Nogales, Sonora, for the purpose of improving the quality of wastewater discharges originating in Mexico. This helps protect investments in infrastructure and water resources in both countries.

Since its conception in 1943, the NIWWTP has approached the treatment and disposal of wastewater as a regional issue. The NIWWTP provides service to Nogales, Arizona, Nogales, Sonora, and the surrounding areas of Santa Cruz County, Arizona. The original plant was designed to support a population of 20,000.

Through the decades, the plant was upgraded, enlarged and enhanced in response to population and flows. Today, the population served exceeds 350,000. The plant is currently located at 865 Rio Rico Industrial Park in Rio Rico, AZ 85648.

To address the regional demands for wastewater treatment, a work group comprised of representatives from the U. S. International Boundary and Water Commission (USIBWC), the U.S. Environmental Protection Agency, Region 9, the Border Environment Cooperation Commission (BECC), The Arizona Department of Environmental Quality (ADEQ), the University of Arizona (UofA), the North American Development Bank, and the City of Nogales meet regularly.

A technology upgrade of the NIWWTP was completed in August of 2009. This upgrade consisted of adding equipment and apparatus to upgrade the technology of the NIWWTP to a Biological Nutrient Removal (BNR) system using the Modified Ludzack-Ettinger process. This process allows for the removal of Nitrogen compounds in the discharged effluent which had been shown to be detrimental to the fish & wildlife along the Santa Cruz River. The technology upgrade cost approximately \$64 million dollars and was funded largely by a grant from the Environmental Protection Agency (EPA) thru the Border Environment Infrastructure Fund (BEIF).

The project is staffed by seventeen persons, including administrative support and is Operated and Maintained by the United States Section of the International Boundary & Water Commission. Total yearly operation and maintenance cost is about \$4.5 million dollars. Mexico, the City of Nogales, Arizona, and the U. S. Congress fund the project based upon flow contributions to facility from each country. In addition to responding to federal and state permits, the NIWWTP provides river-based habitat for approximately ten downstream miles as well as replenishment of the aquifers serving Santa Cruz and Pima County communities.



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Water Supply and Water Quality

The Nogales Water Department delivers the highest quality water that meets or exceeds all federal and state requirements to every customer at fair and reasonable rates and remains vigilant in meeting the challenges of protecting the water source and environment that supports Nogales quality of life and the community's future. The current water plant capacity is anticipated to serve the current and projected population.

As per *2018 Consumer Confidence Report* on water quality, and based on the information currently available on the hydrogeologic setting and the adjacent land uses that are in the specified proximity of the drinking water source(s) of this public water system, the Arizona Department of Environmental Quality (ADEQ) has given a high risk designation for the degree to which this public water system drinking water source(s) are protected. A designation of high risk indicates there may be additional source water protection measures which can be implemented on the local level. This does not imply that the source water is contaminated, nor does it mean that contamination is imminent. Rather, it simply states that land use activities or hydrogeologic conditions exist that make the source water susceptible to possible future contamination.

The sources of drinking water (both tap and bottled water) include rivers, lakes, streams, ponds, reservoirs, springs, and wells are continuously monitored to ensure the highest water and environmental quality.

Currently, the City of Nogales water service area ends at the City's current municipal boundary. Valley Verde Company, a private water service provider, provides water to those areas within the City of Nogales Designated Growth Area adjacent to the City's northern boundary.

Police, Fire and Emergency Management Services

City of Nogales Police Department

The Nogales Police Department continually to improve the quality of life within the City and serves far more than the actual residents who live within the city limits as thousands of tourists and commercial traffic can pass through the city on any given day. This is one aspect that makes Nogales unique.

The Nogales Police Department currently has 20 miles of coverage and counts with 55 officers to support the wide variety of services available through the Nogales Police Department. In addition to regular officers, the Nogales Police Department has canine units available, along with motorcycle patrol, SWAT officers, a narcotics unit, a criminal investigation unit, a Community Action Team (CAT), and School Resource Officers.

The Nogales Police Department has continuous training for its officers and civilian personnel. In addition, the Nogales Police Department has established a Citizens Police Academy to train local residents to aid and assist the Nogales Police Department as well as to inform the community about the many services provided. The Nogales Police Department is well equipped to sustain growth.

City of Nogales Fire Department

The Nogales Fire and Medical Department serves a population of approximately 20,000 people covering an area of 21 square miles. The department responds to an estimated 3,000 calls for services each year from two fire stations. The organization operates under an "all hazards" model and provides fire protection, emergency medical services, community risk reduction, hazardous materials and technical rescue response to the citizens of Nogales and its visitors.



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The average response time for the City of Nogales Fire is 5 minutes. With well-trained and certified firefighters, state-of-the-art firefighting equipment and excellent training programs, the City of Nogales Fire Department has provided fire services since 1984 and is one of the best in Arizona. Due to proximity, the City of Nogales Fire Department already responds to 911 calls related to fire emergencies within Santa Cruz County. The Nogales Police Department is well equipped to support growth.

Emergency Management Services (EMS)

The EMS Division operates 3 ambulances staffed with professional personnel prepared to respond to nearly any medical emergency 24 hours a day, 365 days a year to over 2,800 call per year. The City of Nogales Fire and Medical Department has provided EMS services since 1984

Nogales Library

Nogales-Rochlin Public Library

The Nogales-Rochlin Public Library serves a community of over 25,000 residents with Internet computer access, 56,000 volumes, and dozens of newspapers and magazines. There is a weekly Storytime, homework help, special after-school programs for children.

The Nogales-Santa Cruz County Public Library fosters an environment in which minds can grow; promotes literacy and an active, informed citizenry; and supports formal and informal education. The Library provides access through its collection and participation in an evolving network of libraries to the informational, educational and cultural records of the society. The Library serves all members of the community regardless of economic standing, age or language.

The Nogales-Santa Cruz County Public Library in fulfilling its mission acts as a support center for students to meet educational objectives, a popular material center to provide the library users with current, high-interest

materials, a reference center with accurate, timely information and gateway to reading for children and parents.

Electricity and Natural Gas

UniSource Energy Service

UniSource Energy Service (UES), located in Nogales, Arizona, is a utility company that provides public services for Nogales residents. UES has proposed upgrading and building new transmission and substation facilities that will help to improve electric reliability for customers.

The Nogales Tap to Kantor Upgrade is being planned in collaboration with the Nogales Interconnection Project . The projects will support the reliability of the electric system by providing bi-directional power flow and voltage support, and emergency assistance for the electric system both north and south of the U.S.-Mexico border.

The proposed project includes upgrading a 27.5-mile segment of UES' existing 138-kilovolt (kV) transmission line that serves customers in Santa Cruz County and building a new substation west of Nogales.

The Nogales Interconnection Project is a proposed direct current interconnection (commonly known as a DC Tie) and associated electric facilities, which will allow for an asynchronous interconnection between the electric grid in southern Arizona and the electric grid in the northwest region of Mexico.

Propane Services

ServiGas supplies propane to both businesses and homeowners in Nogales, Arizona.



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Internet Service Providers

CenturyLink, Mediacom, and Viasat are the primary internet service providers for residences and businesses in Nogales, Arizona. Xfinity Mobile, AT&T, Sprint and T-Mobile are the primary mobile phone service providers in the City.

Public Facilities & Services Goals and Policies

Goal 1: Provide a safe and clean potable water supply to support the City's current and future needs.

Policy 1: Continue to maintain a safe and adequate drinking water supply to accommodate the needs of the current and future population.

Implementation Measures:

- a) Periodically update the City of Nogales Water Master Plan to ensure that safe and adequate drinking water supply demands are met.

Goal 2: Provide quality sanitary sewer services and effluent to support the Ambos Nogales current and future needs.

Policy 1: Continue to manage and operate the NIWTP to provide quality sanitary sewer services and effluent to the Ambos Nogales region.

Implementation Measures:

- a) Continue to work with Nogales, Sonora, Mexico, Nogales, Sonora Water and Wastewater Utility, the U.S. International Boundary and Water Commission, the U.S. EPA, the Border Environment Cooperation Commission (BECC), the Arizona Department of Environmental Quality (ADEQ), Nogales Binational Technical Committee (BTC) the Office of Border Environmental Protection (OBEP), the Arizona Department of Water Quality (ADWQ) and regional partners to ensure the provision of sewer treatment and quality effluent.
- b) Continue to monitor wastewater flows permitted via Minute 276, the binational agreement allowing Mexico to deliver up to 9.9 million gallons (mgd) of its wastewater per day to the NIWTP.
- c) Continue to operate and manage the International Outfall Interceptor (IOI) the main vehicle that transfers binational sewage to the NIWTP.
- d) Continue to maintain Aquifer Protection Permit (APP) and the Arizona Pollution Discharge Elimination System (AZODES) permit for discharge of treated binational effluent to the Santa Cruz River.

Goal 3: Ensure that law enforcement, fire protection and Emergency Medical Services (EMS) support the City's current and future needs.

Policy 1: Continue to support the provision of quality law enforcement, fire protection and EMS services to the community, including emergency response, public education and code development and enforcement.



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Implementation Measures:

- a) Periodically assess law enforcement, fire and emergency management needs to ensure timely response and quality services for the current and future population.
- b) Continue to support mutual aid agreements with surrounding jurisdictions.

Goal 4: Ensure that utility providers continue to support the City's current and future needs.

Policy 1: Continue to work collaboratively with UniSource Energy Service (UES), the utility company that provides electricity to Nogales.

Implementation Measures:

- a) Continue to support UES expansion needs, utility upgrades, new transmission and substation facilities design to improve electric reliability.
- b) Continue to support the Nogales Tap to Kantor Upgrade planned in collaboration with the Nogales Interconnection Project to increase the reliability of the electric system by providing bi-directional power flow and voltage support, and emergency assistance for the electric system both north and south of the U.S.-Mexico border;
- c) Continue to support the Nogales Interconnection Project, a proposed direct current interconnection (commonly known as a DC Tie) and associated electric facilities, which will allow for an asynchronous interconnection between the electric grid in southern Arizona and the electric grid in the northwest region of Mexico.

- d) Continue to support the upgrade of UES transmission lines to serve customers in Santa Cruz County within the Nogales Designated Growth Area;
- e) Continue to Support UES new substation West of Nogales;
- f) Continue to value electricity as a valuable asset for economic development, strengthening the binational region of Ambos Nogales, and smart growth and expansion.

Goal 5: Solid waste collection, recycling, hazardous waste and green waste removal continues to support the City's current and future needs.

Policy 1: Continue to ensure that the service provider under contract, continues to provide the following waste removal and recycling services to support the current and future needs of the City:

1. Solid waste collection twice a week; and
2. Green waste collection including leaves, tree branches, grass and plant clippings;

Policy 2: Consider establishing a recycling services program to support the current and future needs of the City.

Policy 3: Consider establishing a full circle green waste composting program to support sustainable urban agriculture efforts.

Policy 4: Ensure that service provider under contract continues to provide safe hazardous waste collection.

Policy 5: Coordinate electronic collection events under City direction when feasible and needed to support large solid waste removal and prevent wildcat dumping.



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Implementation Measures:

- a) Continue to support existing solid waste and green waste removal service providers under contract.
- b) Explore additional green waste recycling best practices that include composting to incentivize urban agriculture, community gardens and urban farms;
- c) Explore the establishment of an annual solid waste collection event to remove electrical appliances and large solid waste items.

Goal 6: Continue to support propane services.

Policy 1: Continue to support ServiGas and other future propane services provider supplying propane to both businesses and homeowners in Nogales, Arizona.

Implementation Measures:

- a) Support future expansion needs of propane services supplying propane gas to businesses and residents in the City.

Goal 7: Continue to support other municipal and public safety services to ensure that such services meet current and future needs.

Policy 1: Continue to support the City Hall Municipal Complex functions as the center of government providing essential services to the City and as a major employer.

Policy 2: Continue to support the Municipal Court as the judicial branch of the City of Nogales.

Implementation Measures:

- a) Ensure that all essential municipal and judicial functions of the City of Nogales are prioritize, including facility expansion and upgrades deemed necessary for the proper provision of services.

Goal 8: Continue to partner with other public, quasi-public and private entities providing community, educational and health care services to ensure the provision of such services meet current and future needs.

Policy 1: Continue to work strategically with the Nogales-Rochlin Public Library in the provision of a variety of education programs and community services value by the community.

Policy 2: Continue to work strategically with the Nogales Unified School District and vocational and higher educational institution to continue to provide support the educational and training needs of Nogales workforce by:

1. Providing educational programs that include technology and innovation, business incubators, and job training efforts;
2. Supporting higher education opportunities;
3. Sharing use of school facilities for community meetings and programs after hours and when school is not in session for a fee;
4. Sharing use of sports fields and recreation facilities; and
5. Establishing community garden programs that teach students and community how to grow fresh foods.



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Policy 3: Work collaborative with major health care providers and Santa Cruz County Health Department in the identification of funding for the support of amenities such as trails and parks that support healthy and active lifestyles.

Policy 4: Support community gardens and farmers market providing local fresh foods to community members.

Policy 5: Continue to utilize intergovernmental relations to achieve City priorities and increase community efforts to lobby in support Nogales as a healthy community.

Policy 6: Continue to support home delivered meal programs.

Implementation Measures:

- a) Continue to work collaboratively with all public, quasi-public, non-profit and private entities providing community, educational and health care services;
- b) Seek grants available to support these efforts in collaboration with all partners and service providers .

Goal 9: Continue to maintain existing and develop new needed public parks and recreation facilities to meet current and future needs, support active and healthy lifestyles, and provide quality amenities that support economic development efforts.

Policy 1: Ensure that the Parks, Recreation Trails and Open Space Master Plan described in the respective Element:
1. Addresses cost for the maintenance of existing public parks, recreation, trails, and open space as well as recreation programs;

2. Identify grants and funding mechanisms to support City investments in the provision of these public services;
3. Provides a phasing plan for the development of park improvements and the construction of new trails and trail heads;
4. Considers these public services as essential amenities supporting the economic development efforts of the City, including tourism and eco-tourism; and
5. Assesses the feasibility of establishing a user fee for visitors.

Implementation Measures:

- a) Identify grants available for the preparation of the Parks, Recreation, Trails and Open Space Master Plan;
- b) Maintain parks and recreation facilities.

Goal 10: Continue to include infrastructure and public facilities improvements in the Capital Improvements Program (CIP).

Policy 1: Support the long-term viability of the City by investing and maintaining the community's public facilities, services and infrastructure.

Policy 2. Annually review, prioritize, and schedule public facilities improvements for facilities owned and operated by the City in the CIP.

Policy 3. Require new development and redevelopment to pay their fair share of infrastructure and public services in accordance with the direction provided in the Cost of Development Element.



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Implementation Measures:

- a) Incorporate infrastructure and public facilities improvements in the CIP; and
- b) Require that development and redevelopment provide their fair share of public infrastructure, facilities and services as part of the Development Review Process (DRP)

Goal 11: Support a thriving built environment through identification of environmental remediation programs that support environmental protection, redevelopment and reinvestment.

Policy 1: Actively identify and assess remediation of brownfields and infill redevelopment of greyfields within the City.

Implementation Measures:

- a) Apply for grants and seek technical assistance to promote planning, assessment, clean up and reuse of brownfields sites to support redevelopment efforts of greyfields.

Goal 12: Support internet and communication service providers to ensure the latest technologies are available in the City.

Policy 1: Ensure that communication services is available and meets the needs of a binational region.

Implementation Measures:

- a) Continue to maintain ongoing collaborative relationships with communication service providers.





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Cost of Development Element

In compliance with the Arizona Revised Statutes, this element establishes the framework for developing implementation measures that will result in public-private cost sharing of capital facilities needed to serve new development. These measures clarify the roles of the public and private sectors, which are critical to achieving the City's economic development goals.

The purpose of this element is to identify goals, policies and implementation measures that the City will use to require development to pay its fair share toward the cost of additional public service needs generated by new development, with exceptions when in the public interest.

This element addresses three key components: 1) it defines the term "fair share." State legislation allows communities to define this term based on the City's unique needs and resources; 2) it establishes a measure of fairness. This guarantees that costs borne by development result in a benefit to the development; and provides a reasonable relationship between development costs and the burden imposed to the City for providing additional necessary public services to the development; and 3) it identifies various options that can be used to fund and finance additional public facilities and services.

Planned development in Nogales has significant infrastructure and service needs that are not met by current revenues. These needs are evident not only in the designated growth areas of the City, but also in aging and redeveloping areas. As the City works to meet its infrastructure needs, it also enhances neighborhoods, encourages quality development, and meets the diverse needs of its population.

The City has many goals relating to the environment, land use, economic development and quality of life. These goals are balanced to address needs across the community. For example, a balance must be struck between the City's goals of providing open space and recreational opportunities throughout the city and encouraging economic development activities. The Cost of Development Element addresses meeting community needs for infrastructure and services in an equitable and reasonable manner.

New development within the Designated Growth Area can have an impact on infrastructure and services in adjacent jurisdictions. This is particularly true when new development occurs near jurisdictional boundaries or involves regional systems, such as the transportation and the open space, parks and trails networks.

Regional cooperation is necessary to ensure that resources are available to address the impacts of development on both local and regional systems in order to effectively promote the development of planning areas and subsequently increase the City's sales revenue.

Cost of Development Goals and Policies

GOAL 1: Promote the Development of the Planning Areas to Increase the Nogales' Sales Tax Base.

Policy 1: Encourage the development of retail, commerce, employment and mixed-use projects throughout the Designated Growth Area in conformance with the development intent of each planning area.



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IMPLEMENTATION MEASURES

- a) Designate planning areas in the Growth Areas Element and land uses in the Land Use Element appropriate in size and location for future employment and revenue generating development.
- b) Minimize land use changes that reduce the size of areas designated for future employment or revenue generating land uses.
- c) Consider the cost/benefit ratio of new development as part of the annexation process.
- d) Continue to work with major property owners to market and develop sites for retail, commerce and mixed-use projects that increase City revenues in conformance with the development intent of each planning area.
- e) Continue to support the Nogales Santa Cruz County Economic Development Foundation (EDF) in the implementation of an Economic Development Strategy that aggressively markets Centro Cultural as the City's historic downtown core and specialty retail mixed-use Central Business District.

Infrastructure and service needs vary throughout the City. The cost of growth for each new development must be determined based on factors specific to the proposed development and the specific location. However, it is necessary to establish a methodology to ensure that costs are assessed consistently for each new development.

GOAL 2: Develop a process to provide new facilities and services required to serve new development.

Policy 1: Develop a methodology for determining the need and assessing the cost of new facilities and services required to serve new development.

IMPLEMENTATION MEASURES

- a) Recover costs for the following facilities: transportation, parks and recreation, water resources and distribution, wastewater collection and treatment, stormwater management and drainage, solid waste, operations, police, fire, emergency medical services, libraries, and any other facilities and services deemed appropriate.
- b) Establish Levels of Service standards for each facility identified for cost recovery.
- c) Establish the benefit/service area for each public facility and determine the facility needs and costs to service the benefit/service area based upon the established Levels of Service standards.
- d) Develop a responsive timeframe for cost recovery of the facilities identified in each benefit/service area.
- e) Identify costs of expansion of City operations and facilities to maintain service level expectations.
- f) Conduct periodic evaluation of Levels of Service standards and update the standards as necessary to meet the City's service goals and obligations.
- g) Employ technological and programmatic innovations to enhance productivity and reduce capital and/or operations and maintenance costs.
- h) Encourage a pattern of development that balances revenue-generating land uses in phase with other uses that demand services.
- i) Maintain a Capital Improvements Program that prioritizes needed facilities and services improvements to maintain service level.



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GOAL 3: Recover the cost of public facilities and services required to serve new development

Policy 1: Identify all legally available financial mechanisms to recover the cost of public facilities and services required to serve new development.

Maintaining a menu of legally available financial mechanisms allows the public and private sectors to work together to find the cost recovery approach for each new development. It also supports flexibility in the event that one or more mechanisms become unavailable or if additional methods are made available.

IMPLEMENTATION MEASURES

- a) Use the best methods to fund and finance new public facilities and services, such as bonding, special taxing districts, development fees, in lieu fees, facility construction dedications, service privatization, and consolidation of services.
- b) Ensure that the adopted system of development fees and facility/utility improvement policies bear a reasonable relationship to the burden imposed on the City by new development to provide services to such development.
- c) Require all new development to contribute or construct new facilities within or adjacent to the development consistent with its proportional use of the facility.
- d) Update development fee studies on a regular basis to ensure establishment of reasonable fees.
- e) Encourage the growth or relocation of industries that generate local tax and employment.
- f) Maintain the definition of "legally available" as those legal mechanisms which are not prohibited by law in the State of Arizona at the time the project is approved.

- g) Develop a process to apply the fair share cost recovery policies to all new development, regardless of zoning.

GOAL 4: Achieve fairness in allocating the costs of new development.

Policy 1: Balance public and private interests to achieve fairness in allocating the costs of new development.

Assessing a fair cost covers the impacts of new development while freeing up revenues that can be used to address existing deficiencies in infrastructure and services. Achieving this balance furthers the goal of meeting infrastructure and services within the Designated Growth Area and benefits the community and new development. The public interest is established by the goals and policies of the General Plan. The fair share cost of new development is intended to cover only the additional impact of the new development on infrastructure and services. It is not intended to cover the impacts of previous development or maintenance decisions.

IMPLEMENTATION MEASURES

- a) Recover fair share costs (defined as the total capital costs of facilities and equipment minus developer credits and funds dedicated to a project).
- b) Ensure that the fair share charged to a project includes only those costs associated with that project and does not require the developer to improve service levels of existing deficiencies in public facilities.
- c) Provide that the identified benefits of the new public facilities and services are received by the development charged with paying for them.
- d) Provide that a development is charged only for its proportionate share of the benefits received by the new public facilities and services.



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- e) Establish and regularly review a weighted measure and apply such measure consistently to assign a greater share of costs to new development outside of existing service areas.
- f) Establish development incentive areas or other incentives such as an Infill Incentive District or Arts District that may allow reduced cost recovery obligations for projects to foster development activity within those areas.
- g) Conduct studies to determine future benefits associated with new revenues generated from the Growth Areas.

GOAL 5: Address the impacts of development on regional systems.

Policy 1: Seek local and regional cooperation to address the impacts of development on regional systems and to identify new or enhanced revenues for regional infrastructure.

New development can have an impact on infrastructure and services in several jurisdictions. This is particularly true when new development occurs near jurisdictional boundaries or involves regional systems, such as transportation, regional and national parks and trails. Regional cooperation is necessary to ensure that resources are available to address the impacts of development on regional systems.

IMPLEMENTATION MEASURES:

- a) Continue to work with ADOT, Santa Cruz County, Santa Cruz County Flood Control District and Nogales, Sonora, Mexico, in facility improvements that impact and/or benefit the region.
- b) Work with all applicable state and regional agencies to conduct regional studies to determine if, and how, operations and maintenance costs of capital facilities can be assessed and allocated on a fair share basis.
- c) Continue to membership with League of Arizona Cities and Towns to seek support on annexation strategies and new or

additional revenue-sharing opportunities from the State of Arizona, such as a state gasoline tax adjusted for inflation.

- d) Increase efforts to obtain new or additional revenue-sharing opportunities to more equitably offset the cost of growth and new development.
- e) Lobby at state level to recapture funds to address the wear and tear caused by international traffic on the Nogales transportation system.
- f) Seek all sources of available federal and state revenue-shared funding based on population counts.

GOAL 6: Identify additional revenue sources needed to provide supplemental revenues

Policy 1: Identify additional revenue sources to provide supplemental revenues to ensure that adopted Levels of Service standards are maintained and to fund the Development Corporation marketing and recruiting efforts.

Supplemental revenues assist the City in attaining the long-term viability and fiscal solvency required to become sustainable. The Implementation Plan lists a variety of funding mechanisms available to the City including Colonias funds.

IMPLEMENTATION MEASURES

- a) Monitor the City's sales tax and adjust it as needed to reflect current conditions.
- b) Consider modification of the City's primary or secondary property tax structure to provide additional resources for facilities and services necessary to implement the Nogales' vision.
- c) Pursue available grants and loans from federal, state and regional sources that can provide financial assistance to the City, property owners, investors and developers to complete new development projects.



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Available Mechanisms to Fund and Finance Development

The City of Nogales has a menu of options it can use to fund and finance development costs to allow the public and private sectors to partner and find the best cost recovery approach for each new development. The City also has the flexibility to adjust as additional methods become available.

Pay-As-You-Go out of Current Revenues

This is generally considered the optimum way to pay for service expansion. Current revenues for municipalities generally consist of local sales and use taxes, state-shared revenues, user fees, and grants. These revenues are usually necessary to fund day-to-day municipal operations. While all organizations would prefer to pay for items with current revenues, this is not often feasible. This is especially the case for municipalities since revenues usually follow development while most service expansions must occur prior to or simultaneously with development.

Grants and Low-Interest Loan Programs

A variety of grants and low-interest loan programs may be available to the City from federal, state, and regional agencies. The City has actively pursued and received funding from several agencies and should continue to pursue grants and low-interest financing through the Community Development Block Grant Program (general community improvements), State of Arizona Heritage Fund (parks and recreation facilities), Water Infrastructure Financing Authority (water and wastewater system improvements), Colonia funds, and the Governor's Office (health and safety) and many other. Additional existing and future funding sources should be investigated as potential financial partners.

Municipal Property Taxes

Property taxes paid by the residents are levied by agencies such as the county, flood, and local school districts. None of these tax dollars go to the City. In the future, residents may choose to institute a property tax to fund City operations or to provide additional services and/or facilities through a public vote.

General Obligation Bonds

The most commonly utilized large project municipal financing method in the United States is the General Obligation Bond. This is an inexpensive way to finance projects because the bond's repayment is based on the taxing authority of the municipality and backed up by real property. In a community in which residents pay no municipal property tax this option is not available. Voters would have to approve a property tax to support the issuance of any General Obligation Bonds.

At some point the residents of Nogales may desire facilities that cannot be developed with existing revenues. The voters may then be asked to support a City property tax to support the issuance of General Obligation Bonds for desired community projects. The State of Arizona places limits on this type of financing. Before planning to finance future capital improvement through this mechanism, it is important to know how much "credit" is available under state statutes.

Under Arizona Law, municipalities may issue General Obligation Bonds for purposes of water, wastewater, artificial light, open space preserves, and parks and recreational facilities up to an amount not exceeding twenty (20) percent of the secondary assessed value.



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The amount of money to be borrowed utilizing General Obligation Bonds is based on Nogales's valuation. In addition, Arizona law allows municipalities to issue General Obligation Bonds for all other purposes not listed above up to an amount not exceeding six (6) percent of the valuation.

Revenue Bonds

Revenue bonds are a method of borrowing to finance services expansions. The bonds are paid back through future revenues that are legally pledged to the bond issuer. Revenues generally utilized for debt service are privilege taxes (sales tax), Highway User Revenue Funds (payments made to municipalities from state taxes), and user fees. Use of these bonds must be approved by a public vote, and they are typically more costly to the municipality than General Obligation Bonds since future revenues, which can be uncertain, are the method of security and repayment.

User Fees

These are fees that are charged for services such as water, sewer, park and recreation and facilities venue admissions. The fee structure can not only cover operating costs but also service the debt for financing expanded services.

Certificates of Participation/Municipal Property Corporations

These are methods of borrowing that are paid back by municipal revenues. They are usually not legally tied to a specific revenue stream, such as revenue bonds. These methods can be utilized by action of the City Council and are not generally subject to public vote.

Development Impact Fees

These are fees that are established by the municipality based on the cost of expanding services to accommodate new development. Development impact fees are then included as part of the development cost. Development impact fees can be fairly narrow in scope (impact of development on the wastewater treatment facility) to very broad in scope (covering all utilities, public safety, municipal operations, parks/recreation/open space, library services, etc.). Impact fees must be monitored and updated to ensure they are maintaining adequate funding levels without impeding the quality of development the City desires to attract.

Special Tax Districts

Commonly called Tax Increment Financing in other states, this funding mechanism is typically utilized for redevelopment and revitalization purposes. Arizona Statutes currently limit the availability of this funding mechanism, but changes have been proposed that may allow them to be used more broadly in the future.

Improvement Districts

Improvement Districts can be formed to implement a specific improvement for a particular area of the community as a Special Improvement District or more broadly as a Community Facilities District. The property owners in the area to be benefited by the project can agree to assess themselves to pay back the cost of improvements as a "private" property tax. An improvement district can be designated by the City. This funding mechanism is typically used for neighborhood road improvements, street lighting, utilities and downtown revitalization programs.

An extensive list of funding sources, financing mechanisms and grants is provided in the Implementation Element of this General Plan.



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Energy Element

In conformance with Arizona Revised Statutes, this element establishes the framework for implementation measures that will result in energy conservation. Energy conservation can involve solar fields, wind farms, and electric car charging stations as ways to support clean energy. Additional clean energy alternatives include orienting buildings to support passive solar as part of site design. The City may also have the opportunity to take advantage of incentives to install active solar in a variety of forms.



Solar fields on open space, solar-generating shade fabrics, solar restrooms, and solar parking

Energy Conservation Goals and Policies

GOAL 1: Promote programs that encourage energy conservation environmentally-friendly alternatives and improve air quality.

Policy 1: Continue to support the expansion and development of regional and local transit service and alternative transportation modes to reduce hydrocarbon, carbon monoxide, ozone, and particulate matter pollution.

Policy 2: Continue to require utilization of native, drought-tolerant landscapes that eliminate the use of gasoline-powered landscape equipment.

Policy 3: Research and report on environmentally-friendly energy conservation initiatives to determine the feasibility of:

1. Establishing electric car charging stations; and
2. Adopting an alternative fuel program for City vehicles.

Policy 4: Support walkability throughout the Nogales Downtown and other planning areas.

Policy 5: Encourage bicycle and pedestrian connectivity throughout the City to reduce automobile dependence, improve air quality and support active and healthy lifestyles.

Policy 6: Explore the feasibility of providing solar structures and/or solar generating shade fabrics on public buildings, covered parking, parks and concession's restrooms, and other facilities as a way to conserve energy and reduce costs.

Policy 7: Explore opportunities to establish windmills and solar fields to increase energy efficiency, reduce utility costs, and support economic development efforts.



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IMPLEMENTATION MEASURES

- a) Continue to work with SEAGO in the expansion and development of transit service.
- b) Consider establishing a park-and-ride facility at La Mariposa POE with solar covered parking and a shuttle service to Downtown and Commerce Center to incentivize visitors to extend their stay.
- c) As part of the DRP, continue to require compliance with all applicable standards supporting quality design, multimodal connectivity, hill side protection, open space preservation, and integration of natural areas into site design.
- d) Amend Zoning Ordinance as applicable to incorporate the latest principles of energy and water conservation.
- e) Identify grants available for solar energy conversation.
- f) Work with the University of Arizona to identify potential for the location of solar energy generation fields and windmills in Nogales.





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Administration and Implementation Element

The General Plan is the product of a fourteen month planning process, including community involvement, the engagement of all levels of government, the coordinated efforts of various City departments and the review and support of community leaders, residents, business owners and stakeholders and adjacent jurisdictions.

This section ensures that future General Plan updates and amendments embody the vision of Nogales shared by community members, business owners and stakeholders. Vision 2020 describes Nogales as Arizona's Premier Port of Entry and as a binational community that supports a great place to live, work, learn, grow, age in place, prosper, play and visit. Such vision requires that our natural surroundings and quality of life are sustained as a defining aspect of our community through the implementation of the adopted goals, policies and implementation measures provided in the different elements of this General Plan.

General Plan Amendments

As required by the Arizona Revised Statutes, this section of the General Plan includes definitions for General Plan Update, Major Amendments and Minor amendments.

General Plan Updates

A General Plan Update is initiated by the City Council and includes the adoption of a new general plan or the update or re-adoption of the existing general plan. The adoption of a new general plan or the update or re-adoption of the existing general plan shall be approved by an affirmative vote of at least two thirds of the members of the City Council and ratified by the voters pursuant to ARS 9-461.06.

All general plan updates are subject to the public participation requirements provided in ARS 9-461.06. A General Plan Update shall be conducted and ratified by the residents of Nogales at least once every ten years. However, changing conditions may warrant a General Plan update on a more frequent basis as determined by the City Council.

General Plan Major Amendments

Pursuant to ARS 9-461.06G, a major amendment is defined as a "substantial alternation of the municipality's land use mixture or balance as established in the municipality's existing general plan land use element." It is up to the municipality to develop the criteria that meets this definition.

Major Amendments to the City of Nogales General Plan may be initiated by the City or requested by private entities and are considered once each year pursuant to ARS 9-461.06. Major Amendment applications must be submitted within the same calendar year they are being considered at a single public hearing. A Major Amendment shall be approved by an affirmative vote of at least two thirds of the members of the City Council and is subject to the public participation requirements provided in ARS 9-461.06.

The following criteria are used to determine whether a proposed amendment to the Land Use Element or any subsequently adopted Area Plan or Planned Area Development substantially alters the mixture or balance of land uses. A *Major Amendment* is any development proposal that meets the following criteria:

1. A substantial change in the overall development intent or land use mix of one or more designated planning areas within the Designated Growth Area as determined by the City Council;
2. Any development proposal that results in a significant alteration of existing major corridors within the Designated Growth Area, including, but not limited to, a change in functional classification that is not currently planned within the General Plan or within the most recent *Unified Nogales Santa Cruz County Transportation Plan*;



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3. Any development proposal that generates 50% or more of the total current enrollment of a K-8, middle school and/or high school as determined by the City Council, unless otherwise exempted by the Nogales Unified School District.

General Plan Minor Amendment

All amendments to the City of Nogales General Plan that are not defined as *General Plan Updates* or *General Plan Major Amendments* are considered *General Plan Minor Amendments*. *Minor Amendments* may be considered by the City of Nogales Planning and Zoning Commission and City Council at any time.

General Plan Implementation

The primary function of this section is to facilitate the implementation of the goals, policies and implementation measures provided in this General Plan. The Arizona legislature mandates municipal planning agencies to undertake the following actions to implement the General Plan:

1. Adopt and implement the General Plan so that it serves as the community guide for the orderly growth and development and as the basis for the efficient expenditure of City funds related to the subjects of the General Plan.
2. Render an Annual Report to the City Council on the status of the General Plan and the progress of its application.
3. Promote public interest in an understanding of the General Plan and the regulations relating to it.
4. Consult and advise with public officials and agencies, public utility companies, residents, schools, professional, and other organizations and provide opportunities for written comment throughout the General Plan planning process.

5. Upon adoption of the General Plan, every governmental, judicial and quasi-judicial agency or commission should provide a list of proposed plans for capital improvements of construction within or partially within the City. The agency shall list and classify all such recommendations and shall prepare a coordinated program of proposed public work for the ensuing fiscal year. Such coordinated program shall be submitted to the municipal planning agency for review and report to such agency for conformity with the adopted General Plan.
6. All acquisitions and dispositions of real property shall be reported to the City department in charge of planning and development services to ensure conformity with the General Plan and supporting plans. The planning agency shall render its report as to conformity with the adopted General Plan within forty (40) days after submittal.

Implementation Goals and Policies

GOAL 1: Maintain the general plan as a dynamic, responsive, up-to-date guide for public decision making and expenditures.

Policy 1: Establish an effective mechanism for General Plan implementation, evaluation and review.

IMPLEMENTATION MEASURES

- a) Request the Planning and Zoning Commission to hold at least one public annual meeting to discuss the status of the General Plan and progress made toward implementation.
- b) Request that City staff annually prepares a General Plan Status Report for the Planning and Zoning Commission on the General Plan progress that includes:



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- a. A summary or matrix evaluating the City's progress toward achieving the General Plan's objectives and implementing the goals, policies and implementation measures;
- b. Any recommended amendments to the General Plan;
- c. Any staff recommendations regarding future year(s) funding for General Plan actions and programs; and
- d. A summary identifying development progress within the City.
- c) Make available the General Plan Status Report to the Planning and Zoning Commission no later than two (2) months prior to the adoption of the annual City Budget.
- d) Ensure that all relevant City departments participate in the preparation of the General Plan Status Report.
- e) Circulate the General Plan Status Report to all relevant boards and commissions prior to the Planning and Zoning Commission public meeting.
- f) Have the Planning and Zoning Commission include recommendations regarding the General Plan highest priority actions or programs that should be funded in the upcoming annual budget.
- g) Have the Planning and Zoning Commission forward the General Plan Status Report to the City Council after the Planning and Zoning Commission public meeting.
- h) Ensure the City Council reviews progress made in implementing the General Plan prior to the adoption of the City Budget and Capital Improvements Program.
- i) Ensure the City Council includes a finding of consistency with the General Plan when adopting the City Budget and Capital Improvements Program.
- j) Maintain capital reserve funds and whenever possible set funds aside each year for future capital projects to help secure adequate funds for capital improvements identified in the General Plan.
- k) Ensure that expenditures from the committed reserves are made in consultation with appropriate boards and commissions through the City-wide annual review and budget process.





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Implementation Plan

This Implementation Plan serves as the primary mechanism for General Plan implementation, progress monitoring and evaluation and conforms to all applicable state mandates. It provides a comprehensive list of funding sources, programs and resources available. This list of funding sources will assist City staff in the implementation of the goals and policies needed to achieve the community vision. These goals and policies further the implementation of the different elements of the General Plan.

The intent of this section is to assist City staff in prioritizing implementation in accordance to fund and resource availability. This flexible and creative approach allows the City Manager, the different Department Directors and the designated grant writers to work in partnership with community, developers, investors, businesses, agencies, non-profit organizations and adjacent jurisdictions.

It is important to recognize the role of economic development and the need to continue to support strong public/private partnerships in a place-based economy. It is also important to utilize this General Plan to market the community vision. These flexible and strategically planned steps will foster the synergies required to achieve the long-term economic vitality and viability required to make the City of Nogales a viable and healthy community and fulfil its vital role in the economy of the region and of the State as Arizona's Premier Port of Entry.

This Implementation Plan serves as the primary mechanism for General Plan implementation. Each goal, provided on the different elements of the General Plan is included in the Implementation Plan Matrix. The Implementation Plan Matrix identifies:

Implementation Measure	Lists the actions necessary to carry out each policy statement and support General Plan goals and policies. These actions are included on each element of the General Plan
Lead Department/Agency	Identifies the responsible City department for accomplishing a specific implementation measure.
Anticipated Timeframe	Identifies and prioritizes the timeframe for the implementation measure to be initiated.
Potential Funding Sources	Lists the potential funding source necessary to implement the measure (City, staff, volunteer, grants, funding sources included in the Funding Sources and Programs Tables provided at the end of this volume).
Implementation Mechanisms/ Strategic Partners	Lists the implementation mechanisms, as appropriate and the strategic partners for each specific measure identified.

Review, Progress Monitoring & Evaluation

The Planning and Zoning Commission with assistance of the City of Nogales Planning and Development Services department and other City departments review the General Plan and provide recommendations to the City Mayor and Council for revisions to this Implementation Plan on an annual basis as stipulated in the General Plan Implementation goals and policies. The City Manager should appoint staff responsible for the General Plan Implementation. Appointed staff should monitor the status of each implementation measure throughout the year and provide general recommended framework to the Planning and Zoning Commission for annually updating the Implementation Plan in conformance with the Implementation Element goals, policies and implementation measures and the **Implementation Matrix** tables included in this element. Such review evaluates General Plan progress and identifies implementation measures to be listed as part of the Capital Improvements Program.



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Implementation Plan Objectives

The City of Nogales General Plan includes an ambitious list of implementation measures. Given the large number of policies and actions and the limited resources available to the City annually, it is not possible to fund every action and program listed in the General Plan at once. Effective implementation of the General Plan requires a periodic process to prioritize the actions and programs to determine the priority for funding specific actions and programs each year over the 20-year life of the General Plan.

To ensure that the City's annual budget decisions are consistent with the General Plan and the community has the opportunity to prioritize General Plan actions and programs prior to the City Council's annual budget decisions, this Implementation Plan establishes a process for making recommendations to the City Council on the status of the General Plan and proposed budget allocations.

This approach to General Plan implementation ensures that the plan remains a dynamic, responsive document and that the City's budget decisions are consistent with the long-term goals of the General Plan.

The main objectives of this Implementation Plan are to ensure:

1. That the General Plan assists the City in attaining the fiscal viability desired by strategically furthering the economic development intent of each planning area to create the synergies needed to become a sustainable community.
2. The effective implementation of the General Plan by coordinating General Plan priorities with the City Council's budget and capital improvement decisions.

3. That annual budget and capital improvement plan expenditures address current community priorities and needs as well as long-term goals for the physical development of the City.
4. That the General Plan remains a dynamic, up-to-date and responsive guide for the physical development of the City.

Implementation Matrix

This section provides the necessary tools and steps for City staff to implement the goals, policies and implementation measures identified within the different elements of the General Plan. The intent of the *Implementation Matrix* is to prioritize such implementation measures for their timely, effective and successful completion.

The *Implementation Matrix* provides a summary of implementation measures, responsibilities, timeframes and applicable financing mechanisms for each element of the General Plan in tabular form. The *Implementation Matrix* components are:

Implementation Measure – Identifies actions to carry on the goals provided on each element of the General Plan. Each implementation measure describes the action that will guide development decisions and capital improvements and it is identified by reference in the *Implementation Matrix*.

Lead Responsibility - Describes the department, organization and partners that will lead the effort.



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Anticipated Timeframe – Prioritizes implementation measures based on immediacy of need, land and infrastructure availability, revenue generating potential, role in achieving the fiscal viability desired by the City, project timeframes and support staff and fund availability and include the following categories:

1. **Immediate Action** (initiate no later than 6 months after General Plan ratification by the voters)
2. **Short-Term** (1-5 Years) initiate by 2021;
3. **Long-Term** (5-10 Years) initiate by 2026;
4. **Ongoing Action**

Financing Mechanisms - Lists all the applicable financing programs, mechanisms and funding sources available to implement the measure identified. Financing mechanisms and potential funding sources identified in the *Implementation Matrix* tables are provided in tabular form in the financing mechanisms and funding program tables included in this volume. Potential financing mechanisms and funding sources assigned to each *Implementation Measure* have been tabulated by type of funding using the *Matrix ID* Table provided in the following page.

Table 1: General Plan Financial Mechanism Matrix enumerates the major types of financial mechanisms and programs by funding category available to the City. The Matrix assists City staff and grant writers in implementing the General Plan. Tables 2 to 8 list all the funding programs and resources available by matrix ID and Tables 9 to 33 include implementation direction for each element of the General Plan.





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Implementation Matrix Acronyms

This section includes all the acronyms and abbreviations used to describe the City processes, the departments or teams within the City that will lead the effort, the various partners and other abbreviations used in the Implementation Matrix:

1. Acronyms – City Leaders, Commissions, Departments:

- Mayor and Council (MC)
- Planning & Zoning Commission (PZC)
- City Manager (CM)
- City Attorney (CA)
- Public Works (PW)
- Building Department/Code Enforcement Team (BD/CE)
- City of Nogales Police Department (NPD)
- City of Nogales Fire Department (NFD)
- Parks and Recreation Department (PR)
- Economic Development (ED)
- Planning and Zoning Department(PZ)
- Nogales Housing Authority (NHA)

2. Acronyms – City Processes:

- Annexation Process (AP)
- Development Review Process (DRP)
- Zoning Ordinance Update (ZOU)
- Development Monitoring Plan (DMP)
- Housing Needs Assessment (HNA)
- Capital Improvements Program (CIP)
- Other Departments Involved in Development Review Process (O-DRP)

3. Acronyms – Jurisdictions, Agencies and Partners:

- U.S. Department of Homeland Security (DHS)
- U.S. Customs and Border Protection (CBP);
- Greater Nogales Santa Cruz County Port Authority (PA)
- Bureau of Land Management (BLM)
- Environmental Protection Agency (EPA)
- Federal Highway Administration (FHWA)

- Federal Aviation Administration (FAA)
- U.S. Department of Transportation (DOT)
- Arizona Office of the Governor
- Arizona Department of Transportation (ADOT)
- Arizona State Land Department (ASLD)
- Arizona Department of Environmental Quality (ADEQ)
- Arizona Department of Water Resources (ADWR)
- The U.S./Mexico Bi-national Bridges and Border Crossing Group (BBXG)
- The International Boundary and Water Commission (IBWC)
- Ayuntamiento de Nogales, Sonora
- Union Pacific Railroad
- Arizona State Parks and Trails
- US National Park Services (NPS)
- Arizona Game and Fish (AGFD)
- State Historic Preservation Office (SHPO)
- Cultural Heritage Commission (CHC)
- Cemetery Advisory Committee (CAC)
- Southeastern Arizona Government Organization (SEAGO)
- Santa Cruz County
 - Santa Cruz County Department of Transportation
 - Santa Cruz County Flood Control District
 - Santa Cruz County Planning Department
 - Santa Cruz County Economic Development
- Economic Development Team:
 - Ayuntamiento de Sonora, Sonora, México
 - Arizona Office of Tourism
 - Arizona Commerce Authority (ACA)
 - CANAMEX;
 - Santa Cruz County
 - Nogales Community Development (NCD)
 - Nogales Santa Cruz County Economic Development Foundation (EDF)
 - USA Nogales
 - Chamber of Commerce



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4. Other Abbreviations:

- Airport Authority (AA)
- Revitalization Plan (RA)
- Economic Development Strategy (EDS)
- Comprehensive Economic Development Strategy (CEDS – SEAGO)
- Art District Overlay Zone (ADOZ)
- General Plan Amendment (GPA)
- General Plan Update (GPU)
- Art District Overlay Zone (ADOZ)
- Major Land Owners (MLO)
- Developers (D)



Nogales Bicycle Classic



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Table 2

General Plan Financial Mechanism Matrix ID

MATRIX ID	TYPE OF FINANCING MECHANISM/FUND/ PROGRAM UNDER EACH CATEGORY
1	Typical financial mechanisms available to City government for general government operation and for public infrastructure and services improvements: General Fund, Revenue Bonds, General Obligation Bonds, Special Assessment Bonds, Municipal Property Corporation Bonds, Lease Financing, and Sales Tax for Payment of Bonds.
2	Financing mechanisms and fund programs designed to spur economic development and stimulate business expansion.
3	Active Community Development Corporations (community development corporations, community development banks and venture capital firms) providing investment to low-income areas and Artist Relocation Program.
4	Historic Preservation programs.
5	Redevelopment and urban renewal programs.
6	Special Improvement District programs include programs for maintenance and improvement of public facilities. Some of these programs include funds for planning, design, construction, managing, marketing activities and business recruiting services.
7	Transportation improvement, streetscape enhancement and alternate modes of travel programs.
8	Infrastructure financing, including CDBG, Colonias and US Core of Engineers funds
9	Arizona Housing and Urban Development
10	Water, Air and Environmental Quality (ADEQ, ADWR) Programs
11	Non-traditional grants and funding programs for beautification, enhancement, and public art.

Source: *The Planning Center 2020*



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Table 3
Existing Public Financing Mechanisms

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
1	General Fund (GF)	The General Fund is the primary fund utilized to operate general government. The primary sources of general fund revenue include fees paid, sales taxes, state shared income and other taxes, business license and building permit fees, fines and similar governmental fees. There is a very limited amount of general fund revenue available to fund infrastructure construction. Other funding sources potentially available include special taxing districts approved by the voters (assessment districts), and local voter approved increases in the sales tax rate.
	Revenue Bonds (RB)	These bonds act as a mechanism by which the city borrows money by selling a bond issue for the construction of general use public facilities, such as a police station, new city library, arterial street, or city medical clinic. The bond issue is paid off over a number of years, typically 20-30 years. Bond financing of public infrastructure allows the city to complete major infrastructure projects and repay the costs of construction over extended periods of time. The revenue used to pay off the bond is derived from the asset being improved. This is typically through user fees, or in the case of a medical building, through lease payments to the city from the doctors operating the medical clinic.
	General Obligation Bonds (GO)	This type of bond is issued for financing of public infrastructure improvements and is paid off using secondary property tax revenue. The bond funds are used to construct a specific infrastructure project, such as a police station, and voter approval is required. General obligation bonds, like revenue bonds, are paid off over an extended period of time. These bonds are backed by the city general fund and have the full faith and credit of the city behind them.
	Special Assessment Bonds (SA)	These are secured by a tax levied against properties within a special district. The bond proceeds from special assessment bonds are used to fund infrastructure projects that directly benefit taxpayers within that special district. Special assessment bonds require voter approval in Arizona.

Source: *The Planning Center 2020*



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Table 3
Existing Public Financing Mechanisms
(Continued)

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
1	Municipal Property Corporation Bonds (MPC)	These are issued by a non-profit corporation that is wholly owned by a political subdivision of the state, such as the City. Proceeds from the bond sale are used to build or acquire government projects or buildings that can then be leased back to the governmental entity. Revenues or lease payments guarantee these bonds. These types of bonds do not require voter approval and they are relatively easy to issue for financing some types of infrastructure projects.
	Lease Financing (LF)	Cities in the state of Arizona may utilize two methods of lease financing for infrastructure improvements: <ol style="list-style-type: none"> 1. The first method is the Certificate of Participation (COP). These are multi-year leases that would usually be considered long-term debt. They are not considered such, however, because the annual lease payments are not guaranteed, and they are subject to cancellation if the annual payment is not provided or appropriated. These types of instruments can be used for projects such as wastewater treatment plant construction and construction of a new police station. The COP does not require voter approval. 2. The second method of lease financing is the lease purchase. Lease purchase agreements can be used for almost every type of capital expenditure. A typical use would be to lease purchase a new library building for the City.
	Sales Tax For Payment of Bonds	Cities that want to spread the burden of financing the proposed Improvement Plan citywide can hold an election to increase the sales tax and authorize the issuance of sales tax bonds to fund the proposed improvement plan. The City has the option to stipulate that the tax would sunset as soon as the bonds are paid off.

Source: *The Planning Center 2020*



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Table 4
Economic Development Programs

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
2	Rural Development Agency (USDA) /Arizona USDA	<p>The USDA Rural Development Agency Provides Grants And Loans To Support Rural Communities And Spur Economic Development. The Funds Are Intended To Stimulate Business Expansion And Promote Entrepreneurship By Helping Local Businesses Get Access To Capital, Technical Assistance And New Markets For Their Products And Services. The Program Provides No-Interest Loans To Rural Development Utility Program Borrowers, Which In Turn Re-Lend The Money To Local Entities To Promote Economic Development And Job Creation. USDA Promotes Economic Development Under The Following Program Categories:</p> <ul style="list-style-type: none"> • Business & Economic Development • Community Facilities • Buy, Build Or Repair Homes • Training For Leaders • Rural Utilities Services • Tribes
	Arizona USDA	<p>Key programs managed Arizona USDA include:</p> <ul style="list-style-type: none"> • Single Family Housing Direct Home Loans • Water & Wastewater Disposal Loan and Grant Program • Single Family Housing Repair Loans and Grants • Business & Industry Loan Guarantees • Community Facilities Direct Loans • Multi-Family Housing Direct Loans • Rural Energy for America Program, Energy Audit & Renewal • Development Assistance Grants

Source: *The Planning Center 2020*



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Table 4
Economic Development Programs
(Continued)

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
2	Arizona Commerce Authority (ACA) Arizona Step Program (AZSTEP)	AZ STEP offers a number of services and tools to Arizona small businesses as they go global for the first time with their sales or enter new international markets. AZSTEP assists Arizona small businesses (both urban and rural) to grow their revenues, diversify their buyer base and create more jobs by exporting their products and services to customers outside the USA.
	ACA Key Sector Opportunities	<p>When recruiting businesses to Arizona, growing Arizona's existing businesses and creating new businesses in Arizona, the ACA maintains a focus on key sector opportunities:</p> <ul style="list-style-type: none"> • Aerospace and Defense • Technology & Innovation • Manufacturing • Bioscience and Health Care • Business and Financial Services • Film & Digital Media <p>A variety of resources are available to support industries under these categories.</p>
	Nogales-Santa Cruz County Economic Development Foundation (EDF)	<p>Greater Nogales region is a binational, multi-cultural trade hub for manufactured goods and produce with The most modern Port of Entry on the US-Mexico border. Nogales is Arizona's gateway for international trade, with more than \$26 billion of imports and exports, close to 300,000 trucks, 450,000 pedestrians and over 1.2 million cars annually. EDF is a coalition in partnership with Nogales Community Development, Nogales USA, and the Grater Nogales/Santa Cruz County Port Authority. EDF provides information and access to resources to businesses interested in relocation, including information related to Foreign Trade Zone 60 AZ FTZ 60, the Heart of West's Commerce. FTZ 60, is positioned at the United States southern entry of the Canada, Arizona, Mexico (CANAMEX)-Interstate 11 trade corridor connecting Western Canada with Mexico's Pacific Coast and Mexico City.</p>

Source: *The Planning Center 2020*



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Table 4
Economic Development Programs
(Continued)

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
2	Nogales Community Development (NCD)	<p>NCD has developed internal capacity, alliances, and program evaluation techniques, which have enabled us to administer millions of dollars in funding from federal, state, and local agencies as well as from corporations and foundations. NCD provides a variety of services and tools in the areas of:</p> <ul style="list-style-type: none"> • Community Revitalization • Job Readiness • Small Business Loans • Business Training • Food Enterprises <p>NCDs Technology Resource Center offers small businesses access to computers, printers, fax machine, copier and meeting space. Organizations can request to use the Center to host their own courses or programs that foster business development.</p>
	SouthEastern Arizona Government Association (SEAGO)	As a U.S. Economic Development Administration designated Economic Development District (EDD), SEAGO helps lead the locally based, regionally driven economic development planning process that leverages the involvement of the public, private and non-profit sectors to establish a strategic blueprint for regional collaboration. The EDD serves SEAGO's entire region, which includes the City of Nogales.
	Comprehensive Economic Development Strategy (CEDS)	SEAGO develops and manages the CEDS to assist in establishing regional priorities for U.S. Economic Development Administration projects and investments. Its purpose is to promote economic development and opportunity, foster effective transportation systems, enhance and protect the environment, and balance resources through sound management and development. Nogales is a member of SEAGO.

Source: *The Planning Center 2020*



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Table 4
Economic Development Programs/
Artists Retention & Attraction

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
3	Active Community Development Corporations (CDC)	An active network of community development entities, including community development corporations, community development banks and venture capital firms for new development can make substantial investment in low-income areas, including places ripe for artist-based community development. CDCs are nonprofit, community-based organizations focused on revitalizing the areas in which they are located, typically low-income, underserved neighborhoods that have experienced significant disinvestment. CDCs provide the support structure needed to provide programs and services to individuals wanting to settle in struggling areas. CDCs can mitigate some of the risks artist take in moving into a part of the city that may need several years to rebound. CDCs can assist providing the structure and support required to establish a Nogales Artist Relocation Program (ARP).
	Artist Relocation Program (ARP)	When a community establishes an ARP, such program includes a variety of local strategies to develop financial assistance programs and grants for relocating artists.
	Arizona Commission on the Arts (ACA)	ACA awards grants to arts organizations and. In this effort grant applicants are ACA partners, providing direct arts experiences throughout Arizona. The Arts Commission provides a variety of funding opportunities that enable schools, organizations and community groups to carry out projects and to maintain ongoing, high quality public arts programming. These include: <ul style="list-style-type: none"> • Arizona Cares Grants • Emergency Relief Fund for Artists and Arts Professionals • Festival Grant • Community Investment Grant • Research and Development Grants • Lifelong Arts Engagement Grant
	ArtSpace	ArtSpace is a national non-profit developer creating, fostering and preserving affordable and sustainable space for artists and arts organizations. Artspace uses the tools of real estate development to construct or restore places where artists can affordably live and work.

Source: *The Planning Center 2020*



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Table 5
Redevelopment Funding Programs

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
4	Certified Local Government Program (CLG)	The Federal Historic Preservation Fund provides funds for various historic preservation projects to certified local governments. The City of Nogales is listed in the Arizona CLG list a certified local government. The CLG certification allows the City to eligible for specialized assistance and funds for developing local preservation programs that protect and preserve Arizona's cultural heritage.
	State Historic Preservation Office (SHPO)	Property eligible for state historic funds are those designated on the nation or state register or locally designated. Funds may be used for acquisition, restoration and repair of historic properties. The state fund will also fund survey, planning and educational programs. Incentives for historic preservation include The Investment Tax Credit Program (ITC) . The ITC program permits owners and some lessees of historic buildings to take a 20 percent income tax credit on the cost of rehabilitating such buildings for industrial, commercial, or rental purposes.
5	State Administered Community Development Block Grant Program (CDGB)	The CDBG program is designed to help those communities with populations of less than 50,000 to meet their greatest community development and redevelopment needs, with particular emphasis on assisting persons of low and moderate income, on the prevention or elimination of slums or blight, or on meeting urgent community development needs.
	Arizona Department of Housing (ADOH) Designated Colonia	Nogales, Arizona is listed by ADOH as a Designated Colonia. The State is required to set aside ten percent (10%) of its total annual allocation of CDBG funds for Colonias projects to address the following eligible activities: <ul style="list-style-type: none"> • Substantial Housing Rehabilitation • Water Infrastructure Construction • Sewer Infrastructure and/or Sewer Connections Associated To Housing Rehabilitation • Planning For Waste Water Treatment Improvements • Planning For Potable Water Delivery Improvements

Source: *The Planning Center 2020*



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Table 6
Special Improvement District Funding Programs

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
6 ⁵	Special Taxing Districts (STD) ARS Title 48	<p>STDs are independent, quasi-municipal operations with independently elected boards. Permitted activities include fire, community park maintenance, irrigation, road improvement, electrical, sanitary, wastewater improvement and water improvement. Financing is through ad valorem tax, general obligation bonds, revenue bonds, charge rates, tolls, and fees. Special Taxing Districts make take the form of:</p> <ul style="list-style-type: none"> • Business Improvement District (BID) • Downtown Development Authority (DDA) • Downtown Development Authority (DDA) • General Improvement District (GID) • Special Improvement Districts (SID) <p>Each type of STD is described below.</p>
	Business Improvement District (BID)	<p>BIDs are defined areas within which businesses are required to pay an additional tax (or levy) in order to fund projects within the district's boundaries. The BID is often funded primarily through the levy but can also draw on other public and private funding streams. BIDs can provide consulting or planning, managing development, marketing activities, and business recruitment services. BIDs boundaries can only consist of contiguous or noncontiguous parcels of commercial property. Funding mechanisms includes ad valorem tax, general obligation, revenue or special assessment bonds, charge rates, tolls, and fees.</p>

Source: *The Planning Center 2020*

⁵ Arizona state law allows for the formation and use of assessment or improvement districts for new infrastructure facility construction, or for facility maintenance. STDs are used to construct and maintain smaller infrastructure projects such as a paved public parking facility in the Centro Cultural/Downtown Central Business district area. Under this type of project, the benefiting downtown business owners would pay a special assessment on their property tax bills to fund the district, and to construct and maintain the parking lot improvements. The cost of the improvements within the defined assessment area is shared by all benefiting property owners.



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Table 6
Special Improvement District Funding Programs
(Continued)

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
6 ⁶	Downtown Development Authority (DDA)	A DDA is created by a majority vote of qualified electors residing or owning or leasing property in a specified area that must be within the "Central Business District". A DDA can be used to plan, propose, and implement plans of development as well as prevent or correct deteriorated economic or physical conditions. It has an appointed municipal governing board that must create a plan that specifies improvements to be made subject to Council approval. A DDA can assess an ad valorem levy for operating purposes and use general obligation, revenue bonds, sales tax, charge rates, tolls and fees as financing mechanisms.
	General Improvement District (GID)	A GID is a taxing district that can construct certain facilities, operate those facilities and condemn property. It is formed by a petition, usually initiated by a landowner to a municipal council. Financing mechanisms include taxes/mill levy; general obligation bonds or revenue bonds; charge rates or toll fees.
	Special Improvement Districts (SID)	SID may be formed to assess the costs of public improvements to those who are specially benefited by them. Improvements include pavement, curbs and gutters, sidewalks, street lights, water mains, sewer mains, fire hydrants, and other miscellaneous improvements.

Source: *The Planning Center 2020*

⁶ This infrastructure funding method should be used with caution in largely undeveloped subdivisions. A problem can arise if the area does not fully develop, thus placing an undue heavy cost burden on the existing few property owners living in the development. The few property owners may be faced with significant costs, which they may be unable to support. This issue may result in some owners defaulting on their loans. If this occurs, the City may become responsible for the cost of the infrastructure, thereby transferring the cost of a developer responsibility to all the taxpayers in the City.



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Table 7
Transportation Funding Programs

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
7	Highway User Revenue Fund (HURF)	The state of Arizona taxes motor fuels and collects a variety of fees and charges relating to the registration and operation of motor vehicles on the public highways of the state. These collections include gasoline and use-fuel taxes, motor-carrier taxes, vehicle-license taxes, motor vehicle registration fees and other miscellaneous fees. These revenues are deposited in the Arizona Highway User Revenue Fund (HURF) and are then distributed to the cities, towns and counties and to the State Highway Fund. These taxes represent a primary source of revenues available to ADOT for the state for highway construction, improvements and other related expenses.
	Regional Area Road Fund (RARF)	In November 2004, the voters of Maricopa County approved the extension of the levy of the Maricopa County Transportation Excise Tax for an additional 20 years, ending Dec. 31, 2025. Often referred to as the "half-cent sales tax," the tax is levied upon business activities in Maricopa County, including retail sales, contracting, utilities, rental of real and personal property, restaurant and bar receipts, and other activities. A similar sales tax can be passed in Santa Cruz County to assist Santa Cruz County and Nogales with transportation improvements
	Federal Aid Highway Program (FAHP)	The FAHP is currently a primary source of funding for construction of Arizona highways, roads and streets. Most of the funding falls into several core programs, including the National Highway Performance Program (NHPP), Surface Transportation Program (STP), Highway Safety Improvement Program (HSIP) and Congestion Mitigation and Air Quality (CMAQ). The FAHP is funded from the transportation user-related revenues deposited in the Federal Highway Trust Fund, primarily federal excise taxes on motor fuels along with excise taxes on tires, trucks and trailers and truck-use taxes.
	Southeastern Arizona Government Association (SEAGO)	SEAGO provides transportation planning, grants, and other services for communities within Cochise, Graham, Greenlee and Santa Cruz counties.

Source: *The Planning Center 2020*



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Table 7
Transportation Funding Programs
(Continued)

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
7	ADOT Grant Coordination Group	The Grant Coordination group assists ADOT and its local partners in seeking federal grants for highway infrastructure improvements and related projects. ADOT's Grant Coordination group initiates, prepares and submits all grant applications for ADOT projects and assists local partners in submitting their applications.
	ADOT Transit Programs and Grants	Two programs available through ADOT include: <ul style="list-style-type: none"> • <u>5310 Enhanced Mobility of Seniors and Individuals with Disabilities Program:</u> Provides ADOT formula FTA and Surface Transportation Program (STP) funds for small urban and rural areas annually through the capital assistance program. Program funds are used for capital assistance, the purchase of vehicles, related equipment and operating funds statewide. Program is managed by SEAGO. • <u>5311 Rural Public Transportation Program.</u> These funds are apportioned to the state on a formula basis, providing funding to support the administrative, operating and capital costs of public transit services in small urban and rural communities. ADOT's Multimodal Planning Division manages the Section 5311 grant program. Funding is provided to counties, cities, towns and American Indian tribes to operate transit systems at the local level.

Source: The Planning Center 2020



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Table 7
Transportation Funding Programs
(Continued)

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
7	ADOT Airport Development and Planning	ADOT Aviation Planning is responsible for developing and providing information to assist Airports with planning projects such as: <ul style="list-style-type: none">• Airport Master Plans• Airport Layout Plans• Environmental Assessments• Drainage Plans• Rates and Fees Studies• Stormwater Pollution Prevention Program/Plans (SWPPP)• Spill Prevention Control and Countermeasures plan (SPCC) information

Source: *The Planning Center 2020*



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Table 8
Other Infrastructure Funding Programs

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
8	Stormwater Control Facility Financing	The Army Corps of Engineers can fund some flood control structures, primarily on major drainage. However, the Corps of Engineers' budget for localized flood control and drainage structures is limited.
	Arizona Colonias Program (Arizona Department of Housing)	<p>The Cranston-Gonzalez National Affordable Housing Act of 1990 obligated the U.S. Department of Housing and Urban Development (HUD) to earmark CDBG funding for upgrading the housing and infrastructure of Colonia communities. It mandated a set-aside (10%) for the improvement of Colonias communities in all the states along the U.S.-Mexico border. Colonias funds can be used for water, sanitary waste water treatment, electricity, and safe housing. Arizona must set-aside at least 10% of its total annual allocation for Colonias projects; only projects that address the lack of basic infrastructure or safe and sanitary housing can qualify as colonia projects.</p> <p>IADOH makes funding available through the Colonia set-aside once every two years in a competitive application process announced Through a Notice of Funds Availability (NOFA).</p> <p>Applicant must be a State of Arizona, Department of Housing Certified Colonias or must complete and submit a Colonias Designation and Certification packet along with all source documentation at least 60 days prior to the Colonias Application deadline. Nogales is listed as a Colonia.</p>
	United States Department of Agriculture (USDA) Rural Development Programs	Rural Development Program grants and funds support a variety of public facilities (health care - hospitals, medical clinics, dental clinics, nursing homes or assisted living facilities, town halls, courthouses, airport hangars or street improvements, child care centers, community centers, fairgrounds or transitional housing infrastructure as well as energy and telecommunications.



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Table 9
Growth Element Implementation Matrix

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
1	a)	PZ	Ongoing	1 (See Table 3 – GF)	DRP/O-DRP, PZC
	b)	MC	Immediate		ZOU/ PZ, CA
2	a)	PZ	Immediate		ZOU/ PZ, PZC
	b)	PZ	Ongoing		DRP/O-DRP, PZC
3	a)	PZ	Immediate		Evaluation may result in ZOU/ PZ, PZC
	b)	PZ	Ongoing		Streamlined DRP for infill/O-DRP, PZC
	c)	PZ, PW, HCD. PR	Ongoing	See Tables 3 to 7	Grant writing – infill focus
4	a)	PZ	Immediate	1 (See Table 3 – GF)	Develop DMP tied to CIP
	b)	PZ, PZC	Annual	1 (See Table 3 – GF)	Scorecard Report/O-DRP
5	a) to f)	MC	Immediate	1 (See Table 3 – GF)	ZOU/ PZ, CA

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Table 10
Land Use Element Implementation Matrix

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
1	a) to b)	PZ	Annual DMP	1 (See Table 3 – GF)	Monitor & Evaluate Progress via DMP
	c)	PZ	Ongoing		DRP/O-DRP, PZC
	d)	PZ	Ongoing	1 (See Table 3 – GF) and see Table 4, 5, 6	DRP/EDS/O-DRP, PZC, ED, MLO, D
	e) to f)	ED	Ongoing		EDS/SEAGO, Santa Cruz County, MLO, D
	g)	PR	Short Term	1 (See Table 3 – GF)	CAC
	h)	ED	Ongoing	See Table 4	EDS/SEAGO, Santa Cruz County, MLO, D
2	a)	PZ	Ongoing	1 (See Table 3 – GF)	DRP/O-DRP, PZC
3	a) to b)	PZ	Ongoing		DRP/O-DRP, PZC
4	a) to c)	PZ	Ongoing		DRP/O-DRP, PZC
5	a)	PZ	Ongoing		DRP/O-DRP, PZC
6	a)	PZ	Ongoing		DRP/O-DRP, PZC

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Table 10
Land Use Element Implementation Matrix
(Continued)

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
7	a)	PW	Ongoing	1 (See Table 3 – GF) and Tables 6 and 8	Water/Sewer Master Plan Preparation/ Updates/PZ, ADEQ, ADWR, SEAGO and Santa Cruz County, other service providers
	a) to c)	PZ	Annual CIP	1 (See Table 3 – GF)	DMP tied to CIP, PZC, PW
	d)	PZ	Ongoing	1 (See Table 3 – GF) and Tables 6 to 8	Continue to work all the agencies involved in the assessment/evaluation of infrastructure with a US/Mexico regional approach. Also see Public Facilities Element Table
	e)	PW	Ongoing		Continue to work with Union Pacific Railroad on providing safe access to all planning area
	f)	PW	Ongoing		Continue to work with Santa Cruz County Flood Control District
	g)	PW	Short-term		Continue IOI & Nogales Wash Updates
	h)	PW	Ongoing		Continue to coordinate infrastructure and highway improvements to support growth with ADOT, FHA, DHS, CBP, ACA, BBXG, IBWC, other
	i)	MC	Short Term	County Health Department & Non-profit organizations	Health Care Providers Task Force Creation
	j)	PW	Ongoing	Utility providers	Pursue the latest telecommunication technologies with service providers
	k)	PW	Ongoing		Continue to work with utility providers

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Table 10
Land Use Element Implementation Matrix
(Continued)

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
8 (P1)	a) to b)	PZ	Immediate	1 (See Table 3 – GF)	Streamline DRP/O-DRP PZC
8 (P2)	a) to b)	PZ	Ongoing		Streamline DRP/O-DRP PZC
8 (P3)	a)	PZ	Ongoing		Streamline DRP/O-DRP PZC
	b)	PZ	Annual DMP		Identify ZOU/O-DRP PZC
9	a)	PZ	Annual DMP		Identify ZOU/O-DRP PZC

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Table 11
Land Use Element Implementation Matrix
Centro Cultural Planning Area/Downtown Nogales

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
1 to 4	All	PZ	Long-Term	1 (See Table 3 – GF) and Tables 4, 5 and 6	Revitalization Plan/All partners (local, regional, state, federal and binational)

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Table 12
Land Use Element Implementation Matrix
Centro Civico Planning Ara

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
1	a)	PZ	Long-Term	1 (See Table 3 – GF) and Tables 4, 5 and 6	Revitalization Plan/All partners (local, regional, state, federal and binational)
2 to 3	All	PZ	Ongoing		Cemetery Planning/CAC and private Cemetery

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Table 13
Land Use Element Implementation Matrix
Centro Commercial Planning Area

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
1	a)	PZ	Long-Term	1 (See Table 3 – GF)	Prepare and Area Plan/O-DRP, PZC
	b)	PZ	Ongoing		DRP/O-DRP, PZC

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Table 14
Land Use Element Implementation Matrix
Neighborhoods of Nogales Planning Area

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
1	a) to b)	PZ	Ongoing	1 (See Table 3 – GF)	DRP/O-DRP, PZC

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Table 15
Land Use Element Implementation Matrix
Parque Industrial Planning Area

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
1	a)	PZ	Ongoing	1 (See Table 3 – GF)	DRP/O-DRP, PZC

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Table 16
Land Use Element Implementation Matrix
Mariposa International Commerce/Industry Park Planning Area

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
1	a)	ED	Immediate	1 (See Table 3 – GF) and Tables 4, 5 and 6	EDS/All local, regional, state and federal partners including, EDF, NC, USA Nogales, Greater Nogales Santa Cruz County Port Authority, Santa Cruz County, SEAGO, ACA
	b) to d)	PZ	Ongoing	1 (See Table 3 – GF)	DRP/O-DRP, PZC

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Table 17
Land Use Element Implementation Matrix
Mariposa International Gateway Planning Area

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
1	a)	ED	Immediate	1 (See Table 3 – GF) and Tables 4, 5 and 6	EDS/All local, regional, state and federal partners including, EDF, NC, USA Nogales, Greater Nogales Santa Cruz County Port Authority, Santa Cruz County, SEAGO, ACA

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Table 18
Land Use Element Implementation Matrix
Nogales Growth Areas

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
1	a)	PZ	Ongoing	1 (See Table 3 – GF)	DRP/O-DRP, PZC

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Table 19
Land Use Element Implementation Matrix
Urban Reserve Land Use Designation

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
1	a)	MC	Ongoing	1 (See Table 3 – GF)	Annexation Process/PZ, CA, Property Owners (Also See Growth Areas Element - Annexation)
	b)	PZ	Ongoing		DRP/O-DRP, PZC

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Table 20
Land Use Element Implementation Matrix
Nogales International Airport

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
1	a)	PZ and ED	Ongoing	1 (See Table 3 – GF) and Tables 4, 5, 6 and 7	Airport Master Plan Implementation via/EDS all economic development partners
	b) to c)	PZ	Ongoing	1 (See Table 3 – GF)	DRP/O-DRP, PZC

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Table 21
Land Use Element Implementation Matrix
Santa Cruz Valley Heritage Area

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
1	a) to c)	PZ, PR and ED	Ongoing	1 (See Table 3 – GF) and Tables 4, 5, and 6	EDS (eco-tourism and heritage-tourism) Santa Cruz County, Santa Cruz Valley Heritage Alliance, economic development partners, PR, AGFD, SHPO.
	d)	PZ	Ongoing	1 (See Table 3 – GF)	DRP/O-DRP, PZC

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Table 22
Land Use Element Implementation Matrix
Interstate 19 Gateway Planning Area

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
1	a) to d)	PZ	Short-Term & Ongoing after ZOU	1 (See Table 3 – GF)	<ul style="list-style-type: none"> ZOU to include standards for gateways/PW, PZC and support destination highway commercial development. Once ZOU is updated enforce standards via DRP/O-DRP

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Table 23
Land Use Element Implementation Matrix
Interstate 82 Gateway Planning Area

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
1	a) to c)	PZ	Short-Term & Ongoing after ZOU	1 (See Table 3 – GF)	<ul style="list-style-type: none"> ZOU to include standards for gateways/PW, PZC and support destination highway commercial development. Once ZOU is updated enforce standards via DRP/O-DRP

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Table 24
Economic Development Implementation Matrix

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
1 to 9	All	MC, ED, PZ, PW in partnership with all binational, federal, state, regional and local agencies/organizations	Short-term	1 (See Table 3 – GF) and Tables 4, 5, 6	<p>An Economic Development Strategy (EDS) that centralizes all partners effort that serves as the long-term plan of activities that improve the economy. The EDS must:</p> <ul style="list-style-type: none"> • Continue to sustain a successful binational economy • Protect existing employers and attract new employment; • Support local businesses and attract new commerce; • Create a welcoming climate to new business development, outside investment, and relocation of companies and employers; • Bolster opportunities for job growth; • Leverage regional collaboration efforts; • Strengthen the commitment to tourism as an economic engine; • Reaffirm construction of infrastructure, commercial, residential, public and community facilities as a stimulus of our economy; • Maintain a positive climate for business; • Capitalize on our people as an economic driver and support workforce training; • Support art as an economic development tool for redevelopment and revitalization; and • Support eco-tourism and heritage tourism.

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Table 25
Transportation/Circulation Implementation Matrix

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
1	a) to b)	PZ and PW	Ongoing	1 (See Table 3 – GF) and Table 7	Continue to coordinate regional route improvements with Santa Cruz County, ADOT to maintain a “D” Level of Service Standard (LOS) for all major and minor arterials.
	c)	PZ	Ongoing	1 (See Table 3 – GF)	DRP/O-DRP, PZC
	d)	PZ and PW	Annually		DMP Annual Report and CIP/PZC
	e)	PZ and PW	Annually		DMP Annual Report /PZC
	f)	PZ and PW	Ongoing		CIP schedule of improvements/PZC
	g)	PZ	Ongoing		DRP/O-DRP, PZC
2	a) to b)	PW	Ongoing	1 (See Table 3 – GF) and Table 7	Currently working with ADOT in the implementation of a segment of Paseo de los Nogales. Continue to pursue ADOT grants and continue to work with Union Pacific on safe crossings/ADOT, Union Pacific Railroad.
	c)	PW	Annually	1 (See Table 3 – GF)	CIP/P, PR
	d)	PZ and PW	Short-Term	1 (See Table 3 – GF) and Table 7, Safe Routes to School grants	ZOU to include standards such as plan view of intersection showing pedestrian and bicycle crossings and cross-sections accommodating all travel modes to support the guidance included in the <i>Nogales Bicycle and Pedestrian Master Plan</i> completed by ADOT in 2018/ADOT, PR, users

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Table 25
Transportation/Circulation Implementation Matrix
(Continued)

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
2	e)	PZ and PW	Ongoing	1 (See Table 3 – GF) and Table 7	<ul style="list-style-type: none"> • DRP/PZC, O-DRP for road improvements and road widening and road improvements required to serve proposed new development or redevelopment in conformance with Cost of Development Element. • Working with ADOT, FHWA, POEs on any related road widening or improvement • CIP prioritizing road improvements widening on areas experiencing growth
3	a)	PZ and PW	Ongoing		<ul style="list-style-type: none"> • Implement <i>the Unified Nogales Santa Cruz County Regional Transportation Plan/</i> and subsequent updates/ADOT, Union Pacific.
	b)	PZ and PW	Annually		DMP Annual Report and CIP/ADOT, FHWA, SEAGO, Santa Cruz County, POE.
4	a)	PZ and PW	Long-Term		Conduct a wayfinding study to address wayfinding standards for Gateways into the City, Downtown and the various destinations/PZC, ADOT, HPC, other
	b)	PZ and PW	Short-Term		Conduct a parking study for Centro Cultural/Downtown businesses, HPC.
	c)	PZ	Ongoing	1 (See Table 3 – GF)	DRP/O-DRP, PZC

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Table 25
Transportation/Circulation Implementation Matrix
(Continued)

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
5	a)	PZ and PW	Long-Term	1 (See Table 3 – GF) and Table 7	Conduct a wayfinding study to address wayfinding standards for Gateways into the City, Downtown and the various destinations/PZC, ADOT, HPC, other
	b)	ED	Ongoing	1 (See Table 3 – GF) and Table 4	EDS implementation. Also see Economic Development Element Implementation Matrix/All ED partners
	c)	PW	Ongoing	1 (See Table 3 – GF) and Table 7	Work with the Federal Bureau of Transportation Statistics, POE, FHWA, ADOT, Santa Cruz County to continuously assess the impact of POE use on local traffic and to support POE on strategies to reduce waiting traffic lines.
	d)	ED	Ongoing	1 (See Table 3 – GF) and University of Arizona Eller College	Continue to support studies that assess the economic impact of Mexican Visitors entering through the Nogales POEs in the State of Arizona economy/University of Arizona, ACA.
	e)	ED	Ongoing	1 (See Table 3 – GF) and Tables 4 and 7	EDS implementation. Also see Economic Development Element Implementation Matrix/All ED partners
	f)	PZ	Short-Term	1 (See Table 3 – GF) and Table 7	ZOU to support major highways as commercial corridors.

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Table 25
Transportation/Circulation Implementation Matrix
(Continued)

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
8	a) to e)	MC, ED, PW, PZ	Ongoing	1 (See Table 3 – GF) and Tables 7	<p>Continue to support strategic partnerships with:</p> <ul style="list-style-type: none"> • U.S. Department of Homeland Security (DHS); • U.S. Customs and Border Protection (CBP); • U.S. Port Authority; • U.S. Department of Transportation (DOT) • Federal Highway Administration (FHWA) • Arizona Department of Transportation (ADOT); • SEAGO • Santa Cruz County Department of Transportation. • Ayuntamiento de Nogales, Sonora; • Nogales Airport Authority; • CANAMEX; • Arizona Office of Tourism; • Arizona Commerce Authority (ACA); • Union Pacific Railroad • All ED partners

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Table 26
Cultural Heritage Element Implementation Matrix

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
1	a) to i)	PZ	Ongoing	SHPO, Arizona Commission on the Arts (ACA) Grants	Support the Cultural Heritage Commission (CHC) created by the Cultural Heritage Ordinance by implementing such ordinance all the measures listed including: <ul style="list-style-type: none"> • Identification of funds for the Creation of a Performing Arts Center; • Commissioning local artists to create local expressions of public art that celebrate Nogales heritage and traditions; • Protect historic and cultural resources; • Support heritage tourism Partners: CHC, ACA, SHPO, all ED partners, Santa Cruz County, arts organizations, local schools.
			Short-Term		ZOU to include an Art District Overlay Zone for Centro Cultural, Nogales historic Downtown, that incentivizes heritage tourism businesses and supports local artists
2	a)	CHC	Long-Term	SHPO, ACA Grants	Include a marketing strategy for local and regional heritage and eco-tourism in the EDS that includes a phone APP that incorporates wayfinding and allows visitors to identify landmark sites, destinations, available tours, festivals/All ED partners, ACA, SHPO, AGFD, Schools, Pima Community College, UA

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Table 26
Cultural Heritage Element Implementation Matrix
(Continued)

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
2	b)	MC, PZ, ED, PW	Long-Term	1 (See Table 3 – GF) and Tables 4, 5, 6 and 7	Visitor Center at La Mariposa POE/ Work with the POE, the Nogales-SCC Chamber of Commerce Visitor & Tourism Center, all ED partners, SEAGO, to explore the potential of including a small visitor center at La Mariposa in proximity to any park-and-ride facility.
3	a) to d)	PZ	Short-Term	CDBG, HUD, ACA, Brownfields Program, SHPO, Colonias	<ul style="list-style-type: none"> • Prepare a Downtown Revitalization Plan that supports a vibrant mixed-use destination, local businesses, and becomes a magnet for locals and visitors • Seek assistance from national nonprofits such as ArtSpace for adaptive reuse of abandoned historic buildings • Include downtown revitalization in the EDS Partners: CHC, NHA, PW, PR, SHPO, HUD, Colonias, local Businesses, ArtSpace, all ED partners.
4	a)	PZ	Ongoing	1 (See Table 3 – GF)	DRP/PZC, O-DRP, CHC

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Table 27
Housing Element Implementation Matrix

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
1	a) to b)	NHA	Ongoing	HUD, Colonias, CPLC,	Housing Needs Assessment/Chicanos Por La Causa (CPLC), HUD, public/private partnerships.
	c) to e)	PZ	Short-Term	CDBG, HUD, ACA, Brownfields Program, SHPO, Colonias	Downtown Revitalization Plan/CHC, NHA, PW, PR, SHPO, HUD, Colonias, local Businesses, ArtSpace, all ED partners.
	f)	PZ	Ongoing		DRP/PZC, O-DRP, CHC
	g)	NHA	Ongoing	HUD, Colonias, CPLC,	Housing Needs Assessment/Chicanos Por La Causa (CPLC), HUD, public/private partnerships.
2	a)	PZ	Ongoing	1 (See Table 3 – GF)	DRP/PZC, O-DRP
	b)	MC	Long-term		Land Banking Program/CM, All ED partners
	c)	PZ	Ongoing		Streamlined DRP/PZC, O-DRP
	d) to e)	NHA	Ongoing	HUD, Colonias	CPLC, Habitat for Humanity
	f)	PZ and PW	Ongoing	1 (See Table 3 – GF) and Tables 5, 6, and 7	Identify needed ZOU and infrastructure needs to eliminate barriers.
	g)	PZ and NHA	Ongoing	ADH, HUD	Coordinate provision of housing effort with all public/private partners

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Table 27
Housing Element Implementation Matrix
(Continued)

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
3	a) to b)	NHA	Ongoing	HUD, Colonias, CPLC,	Housing Needs Assessment/Chicanos Por La Causa (CPLC), HUD, public/private partnerships.
	c)	PZ	Immediate	1 (See Table 3 – GF)	ZOU eliminate barriers to guest house structure in single family residences with lot sizes supporting such structures and adopt standards such as setbacks, to prevent nuisances to adjacent residential areas.
4	a) to i)	PZ, NHA, ED	As per each initiative mentioned	1 (See Table 3 – GF) and Tables 4, 5, and 6	Support a comprehensive housing strategy through: <ul style="list-style-type: none"> • DRP/PZC, O-DRP • ZOU needed to eliminate barriers to a diversity of housing types and to incorporate energy efficiency in affordable housing • Incorporation of housing strategies in the Downtown Revitalization Plan • Addressing housing diversity, opportunities for ownership and workforce housing as part of the Nogales EDS/SEAGO's CEDS

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Table 28
Parks, Recreation, Trails and Open Element Implementation Matrix

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
1 to 3	All	PR	See time frame for each strategy	Arizona State Parks and Trails (ASPT) National Parks Services Grants	<ul style="list-style-type: none"> • Parks, Recreation, Trails and Open Space Master Plan preparation/PZ, PW, ASPT, National Park Services, ASPT (Long-Term) • DRP/PZ, O-DRP, PZC (ongoing) • Incorporating eco-tourism in the EDS/All ED partners (Short-Term) • CIP (Annual)
4	a) to c)	PW	See time frame for each strategy	ADOT	<ul style="list-style-type: none"> • Continue to work with ADOT and Union Pacific in the planning, design and development of Paseo de Los Nogales (ongoing) • Include design criteria for Paseo de los Nogales in the Parks, Recreation, Trails and Open Space Master Plan (Long-term based on results of the development of the first segment currently under way) <p>Partners: PR, PZ, ADOT, Union Pacific Railroad</p>
5	a) to b)	PZ	Long-Term	Colonias, ASPT	Include criteria for Riverwalk in the Parks, Recreation, Trails and Open Space Master Plan/Santa Cruz County Flood Control District, PR, PW, ADOT, ASPT
6	a)	PZ	Ongoing	1 (See Table 3 – GF)	DRP/PZC, O-DRP

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Table 29
Environmental Planning Element Implementation Matrix

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
1	a)	PZ	Short-Term	1 (See Table 3 – GF)	ZOU to include guidelines for riparian and wildlife habitat preservation Immediate
	b)	PZ	Ongoing		DRP/PZC, O-DRP
	c)	PW	Ongoing		Work with Unisource to support their Energy Smart Homes alternate energy sources in new and existing development
	d)	PW	Ongoing		Continue to support waste recycling program
	e)	PZ	Immediate		ZOU to include guidelines for drought-tolerant landscapes, including water conservation strategies such as drip irrigation and water harvesting
2	a)	PZ	Ongoing	Work with ADWR - Grants	DRP/PZC, O-DRP
	b) to c)	PW	Long-Term		Identify funds to support an integrated Public Awareness Conservation education program that educates community on benefits of water harvesting, drip irrigation and water reuse and water efficient features/ADWR
3	a) to e)	All Departments	Ongoing	1 (See Table 3 – GF) and Tables 7 and 8	<ul style="list-style-type: none"> Continue to coordinate efforts with EPA and Nogales, Sonora, Mexico to address regional air quality Reduce air pollution through increase of alternate modes of transportation and connectivity, protection of existing vegetation and revegetation DRP/PZC, O-DRP

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Table 29
Environmental Planning Element Implementation Matrix
(Continued)

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
4	a) to b)	PW	Ongoing	1 (See Table 3 – GF) and Table 8	Continue to work with ADEQ to ensure water quality standards and support programs that educate the public on water quality issues.
5	a) to c)	PZ	Short-Term	1 (See Table 3 – GF) and Table 7	ZOU to include standards or guidelines supporting: <ul style="list-style-type: none"> • Context Sensitive Design • Riparian areas and wildlife habitat preservation • Connectivity and alternate modes of transportation (bicycle pedestrian) in conformance with direction provided in the <i>Nogales Bicycle and Pedestrian Master Plan</i> and the <i>Unified Nogales Santa Cruz County Transportation Plan</i> Partners: PW, PR
6	a) and b)	PW	Ongoing	1 (See Table 3 – GF) and Tables 8	Continue to work with Santa Cruz County Flood Control District to obtain the latest available FEMA maps and on any “Letter of Map Revisions” (LOMAR) process delineating new floodplain boundaries

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Table 30
Water Resources Element Implementation Matrix

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
1	a)	PW	Periodic Update	1 (See Table 3 – GF) and Table 8	Nogales Water Master Plan Update/IBWC, CILA, ADEQ, ADWR/Santa Cruz AMA, EPA, Arizona Mexico Commission
	b) to c)	PW	Long-Term		Include water consumption reduction programs for new projects that have high water use requirements and identify additional sources of ground water and effluent as needed in the next update to the Nogales Water Master Plan.
2	a)	PZ	Immediate		ZOU to incorporate drought tolerant plant palettes and provide incentives for its use and for the use of water harvesting and drip irrigation
	b) and c)	PW	Periodic Update		Nogales Water Master Plan Update/IBWC, CILA, ADEQ, ADWR/Santa Cruz AMA, EPA, Arizona Mexico Commission, USGS Service Office UA
3	a)	PW	Periodic Update		Nogales Water Master Plan Update
	b) to c)	PW	Annually	1 (See Table 3 – GF)	CIP program
	d)	PW	Ongoing	1 (See Table 3 – GF)	DRP as per guidance included in the Cost of Development Element
4	a) to c)	PW	Periodic Update	1 (See Table 3 – GF) and Table 8	Nogales Water Master Plan Update

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Table 30
Water Resources Element Implementation Matrix
(Continued)

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
5	a)	PW	Long-Term	1 (See Table 3 – GF) and Tables 8	Identify funds to support an integrated Public Awareness Conservation education program that educates community on benefits of water harvesting, drip irrigation and water reuse and water efficient features/ADWR, Santa Cruz AMA

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Table 31
Public Facilities and Services Element Implementation Matrix

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
1	a)	PW	Periodic Update	1 (See Table 3 – GF) and Table 8	Nogales Water Master Plan Update/IBWC, CILA, ADEQ, ADWR/Santa Cruz AMA, EPA, Arizona Mexico Commission
2	a) to d)	PW	Ongoing		Continue to: <ul style="list-style-type: none"> • Monitor permitted (Minute 276) wastewater flows • Manage the NIWTP and the International Outfall Interceptor (IOI) to ensure the provision of sewer system and quality effluent • Maintain APP and AZODES permits for discharge of treated binational effluent to the Santa Cruz River Partners: Nogales, Sonora, Mexico, IBWC, EPA, BECC, ADEQ, BTC, OBEP, ADWQ and regional partners
3	a)	City Manager with City Police, Fire and EMS	Periodically	1 (See Table 3 – GF)	Continue to assess personnel, facility capacity and equipment needed to ensure emergency response times and quality services
	b)	MC, CM, CA	Ongoing		Continue to support mutual aid agreements with surrounding jurisdictions
4	a) to f)	PW	Ongoing		Continue to support Unisource Energy Services (UES) in the provision of electrical utilities needed to support current needs and future growth

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Table 31
Public Facilities and Services Element Implementation Matrix
(Continued)

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
5	a) to b)	PW, CM	Ongoing	1 (See Table 3 – GF) and service providers	<ul style="list-style-type: none"> Continue to support the provision of solid waste and recycling removal service via contract with service providers Explore opportunities for green waste recycling that include composting and other incentives for urban agriculture, community gardens, and urban farms to support the local food system
	c)	PW	Annual		Identify partners and site to conduct an annual solid waste collection for appliances and large solid waste items to prevent these from cluttering home yards and assist in beautification
6	a)	CM	As needed		Continue to support the provision of propane services to businesses and home owners
7	a)	CM	Ongoing	1 (See Table 3 – GF)	Prioritize all essential and judicial functions of the City, including facility expansions and upgrades needed to support the provision of services.
8	a) to b)	PW	Ongoing	1 (See Table 3 – GF, Bonds, and other)	Continue to work with all public, quasi-public and non-profit organizations to ensure the provision of quality community, educational and health care services/Nogales Unified School District, Nogales-Rochlin Public library, health care providers, Santa Cruz County Health Department, PR.

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Table 31
Public Facilities and Services Element Implementation Matrix
(Continued)

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
9	a) to b)	PR	Ongoing	See Parks, Recreation, Trails and Open Space Element	<ul style="list-style-type: none"> Identify grants available for the preparation of a Parks, Recreation, Trails and Open Space Master Plan. Also see Parks Recreation and Open Space Implementation Table. Maintain parks and recreation facilities
10	a)	PW, PR and other Departments	Annually	1 (See Table 3 – GF)	Identify priority projects to be include in the CIP on an annual basis.
	b)	PZ	Ongoing		DRP/PZC, O-DRP, require that all new development and redevelopment pays their fair share of the cost of public infrastructure needed to support proposed development/redevelopment in accordance to the Cost of Development element provisions.
11	a)	PZ and PW	Immediate	ADEQ's Brownfields Assistance Program	Identify greyfield sites in need of environmental remediation that qualify for brownfield remediation and apply for Brownfields Program grants to support redevelopment and reinvestment/ADEQ
12	a)	PW CM	Ongoing	Continue to partner with service providers	Support the provision of the latest communication technologies by service providers as part of the City EDS.

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Table 32
Cost of Development Element Implementation Matrix

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
1	a)	PZ	Annually	1 (See Table 3 – GF)	Identify any annual GPA needed as part of the annual DMP report/PZC, O-DRP
	b)	PZ	Ongoing	1 (See Table 3 – GF)	Address all major GPA annually at a single meeting/PZC, O-DRP
	c)	PZ	As part of AP	1 (See Table 3 – GF)	Analyze cost/benefit as part of AP/PZC, O-DRP
	d)	PZ	Short-Term	1 (See Table 3 – GF) and Tables 4 to 8	Identify development-ready (shovel ready) sites with existing infrastructure available to support retail, commerce, industry and mixed-use and map shovel ready sites. Use this map as a marketing tool/PW, PR, All ED partners
	e)	ED	Ongoing once EDS is completed		EDS/PZ, O-DRP, all ED partners. Also see Economic Development Element Implementation Matrix Table
2	a) to i)	CM	Long-Term	1 (See Table 3 – GF) and Tables 7 and 8	Adopt a concurrency management process that establishes Level of Service Standards (LOS) and costs for the provision of services for all public infrastructure and tie infrastructure capacity priorities to the annual DMP evaluation and the CIP/PW and O-DRP
3 and 4	All	CM	Long-Term	1 (See Table 3 – GF)	Comply with all ARS requirements related to “fair share” methods of cost recovery from all new development and redevelopment and consider described in the Cost of Development Element.

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Table 32
Cost of Development Element Implementation Matrix
(Continued)

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
5	a) to f)	MC and CM	Ongoing	1 (See Table 3 – GF)	Continue to coordinate efforts with state representatives, the league of Arizona Cities and Towns, the multiplicity of binational, federal, state, regional and local partners to: <ul style="list-style-type: none"> • Support regional studies to address facility improvements and identify sources for maintenance costs of capital facilities; • Lobby to recapture funds to address the wear and tear caused by international travel that benefits the entire state; • Ensure that the City receives all available federal and state revenue-shared funding based on the most recent census of population.
6	All	CM	Ongoing	1 (See Table 3 – GF) and Tables 4 to 8	Continue to identify all revenue sources needed to provide supplemental revenues, including review of the City tax structure, identification of grants and funding sources supporting the vision of the General Plan, and exploration of all options provided in this element such as establishment of improvement districts

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Table 33
Energy Element Implementation Matrix

GOAL	IM	Lead Department/ Agency	Time Frame	Potential Funding Sources	Implementation Mechanism/ Potential Partners
1	a)	PW	Ongoing	1 (See Table 3 – GF) and Table 7	Continue to work with SEAGO in the expansion and development of transit service in the City and to major destinations in the region such as healthcare facility
	b)	PW	Long-Term	1 (See Table 3 – GF) and Table 7	Work with the POE to assess the potential for the establishment of a park-and-ride facility with ongoing shuttle services to Downtown and Commerce Center at La Mariposa POE to reduce automobile use and emissions, alleviate traffic, and incentivize visitors to extend their stay and spend money in Nogales
	c)	PZ	Ongoing	1 (See Table 3 – GF)	DRP/PZC, O-DRP
	d)	PZ	Short-term		ZOU to incorporate energy conservation standards
	e)	PW	Ongoing		Continue to work with UniSource to support energy conservation education and programs.
	f)	PZ	Long-Term	Student Project with UA students	Work with the University of Arizona and Arizona Tech Parks to map and identify potential sites for solar energy generation like the Solar Zone at the UA Tech Park tied to new industry.

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